

Sustainability Report

2024



Contents

1 INTRODUCTION	3
About this report	4
Framery in brief	5
CEO's review	6
2 STRATEGIC OUTLOOK	8
Strategy	9
Closing the loop	11
Our impact on the world	12
3 IMPACT	14
Our sustainability work	15
Climate and Environment	21
People & Society	26
Fair Business	34
4 REPORTING PRINCIPLES	40
How our report was created	41
GRI content index	42



Introduction

About this report	4
Framery in brief	5
CEO's review	6



About this report

This is our sixth annual sustainability report. The purpose of this report is to highlight our continued progress and work on sustainability, as well as the management approaches that support our three primary focus areas: Climate and Environment, People and Society, and

Fair Business. This report has been compiled in accordance with the GRI Sustainability Reporting Standards (GRI Standards). You can find the GRI content index at the end of this report.

Framery in brief

Framery is the global leader in soundproof pods and smart office solutions, enabling people to focus on what truly matters and get things done. Framery is a necessity for a successful workday for millions of knowledge workers in over 100 countries and within most of the world's leading companies including Nvidia, Puma, and Microsoft. In fact, around 70% of all Forbes Top 100 companies use our products.

162
In 2024, our revenue was EUR 162 million.

81
We delivered to 81 countries in 2024.

458
In 2024, we had 458 employees in 15 countries.

104
We have customers in 104 different countries.

>110,000
pods delivered worldwide.

Tampere
Our headquarters are in Tampere, Finland, where around 90% of us work.

CEO's review

By any measure, 2024 was a successful year. The launch of our new smart pod portfolio reshaped the market and was the catalyst for record orders, revenue, and profits. It also led to a big jump in already enviable customer satisfaction, a 19.4% reduction in product carbon footprint, and numerous industry awards. Our robust company culture continued to thrive, leading to even higher employee satisfaction results as we continue our journey to transform ordinary offices into workspaces people love.

For many people, the ideal workday still feels like a distant dream. The office noise makes it hard to focus and time is wasted looking for a space to work away from distractions. We designed our smart pods and smart office solutions to solve this pressing problem. Last year, we solidified our position as the driving force behind the modern office's renewed focus on privacy and well-being in the post-pandemic era. In 2024 millions of people all around the world relied on our products for a successful workday.

The launch of our smart pod family marked the most significant milestone for the office pod industry since Framery invented the product category. Building on our renowned acoustic privacy, our next-generation pods incorporate smart office solutions that address the most pressing challenges of today's hybrid work environments. The seamless fusion of smart features with our physical pod design has become a true catalyst for the industry.

Just as smart features have become standard in many other product categories, we saw this as an expected and necessary evolution for office pods.

By providing our customers with data-driven insights into the optimal number, size, and location of pods, we can help them to make sure their pods are tailored to the requirements of their individual offices. This way our smart office solutions are already saving valuable time for our customers' employees, enabling them to find spaces to meet and focus in seconds whenever they need rather than wasting time circling the office.

Results that speak for themselves

The new portfolio was launched in the spring of 2024 and was so successful that within only nine months we had achieved a full ramp down of the old pod portfolio. Driven purely by the new smart pods, 2024 saw a 20% growth in order intake compared to 2023.

The pods have also received numerous awards, including the Red Dot Design Award and Best of NeoCon. Most importantly, our end customer satisfaction increased markedly. All this shows that our decision to focus on technology and services was the right one.

Well on track with our sustainability commitments

Sustainability is core to our business, deeply integrated into our operations as a reflection of our values, and a key competitive edge. We are a UN Global Compact participant and our Scope 1 and 2 targets are aligned with the Science Based Targets initiative. This commitment starts with our low-carbon energy powered Tampere factory and extends through our supply chain. Our target was to reduce absolute Scope 1 and 2 greenhouse gas emissions by 50% by 2030 from the base year of 2018. In 2024 we reached this target – five years ahead of time.



To tackle the Scope 3 emissions that account for 99% of our total emissions, we set a target to reduce our product carbon footprint by 50% by 2028 compared to 2023. By the end of 2024 we were well on track to reaching our goal with an average reduction in product carbon footprint of 19%.

Strong, sustainable growth

Of course, we will never stop innovating and developing. The investments we made in research and development and our thriving tech department are now translating into a strong sales performance. We expect this growth to continue as end users actively seek more private and focused workspaces within evolving office environments. With established hubs in EMEA, AMER, and APAC, we are experiencing strong demand across all regions, reaching customers in over 100 countries.

This geographic spread shows the efficiency and scalability of our operations. Minor fluctuations in the global economy will not derail our progress. We have strategically positioned ourselves for sustained success, underpinned by having the best products and talent in the industry. While we remain vigilant about the global landscape and are prepared for any challenges, our market position provides a strong foundation for resilience and continued expansion.

A talented team of doers

The success of our company is down to the talented team of dedicated Framerians that

designs and builds our pods. Working at Framery is a learning journey like no other. We have the best talent in the industry, and by always being open to new ideas and suggestions, they have unleashed a level of creativity that has already reshaped the industry multiple times. Together, we will continue pushing the boundaries of our field. I'd like to thank all our employees, customers, partners, suppliers, and other stakeholders for being a part of our journey so far.

The evidence from our new portfolio's first year on the market could hardly be more encouraging. People are already experiencing how smart pods and smart office solutions can transform ordinary offices into workspaces they love – and the journey is just beginning. With a world-class team and industry-defining products and services, we should all be confident of a bright future and continued long-term success.

Samu Hällfors
CEO



Strategic outlook

Strategy	9
Closing the loop	11
Our impact on the world	12

Strategy

Framery's vision is to transform ordinary offices into workspaces that people love. Last year's launch of our award-winning smart pod portfolio was our way of addressing the disconnect between how offices are designed and how they are actually used. By combining physical and digital tools to ensure employees have the right space available when they need it, our pods aim to make work life easier, more productive, and more enjoyable for everyone.

Continue our sustainable growth as industry leader

In 2024 Framery launched its new range of smart pods, the result of years of intense research and development aimed at making a world-class workplace experience accessible to all. These pods are among the most advanced on the market – and more affordable than the models they replaced.

The technology built into the pods is designed to reduce everyday workday frustrations and enhance the meeting experience. The new pod portfolio has proven to be so successful that we have already been able to fully ramp down production of the old pods. Numerous awards, including the Red Dot Design Award and Best of NeoCon, demonstrate that our strategic vision of the future is shared and welcomed by industry experts.

Furthermore, our end-customer NPS increased from 69 to 73. A score of 70 and above is considered world-class. All this justifies our strategic decision to focus on the workplace experience as whole, not just the physical pods.

Address the disconnect between office design and actual use

Solving workspace-related challenges for office workers and making our solutions accessible to an increasingly broad user base are the foundations of Framery's strategy. Creating pods that make people's workdays calmer, more collaborative, and more productive is just one part of our solution to transform ordinary offices into workspaces that people love.

Because nearly half of office workers spend over 30 minutes a day searching for suitable workspaces, an equally important part is to help office managers ensure that the right workspace is easy to find and use – effectively eliminating up to 30 minutes of daily frustration.

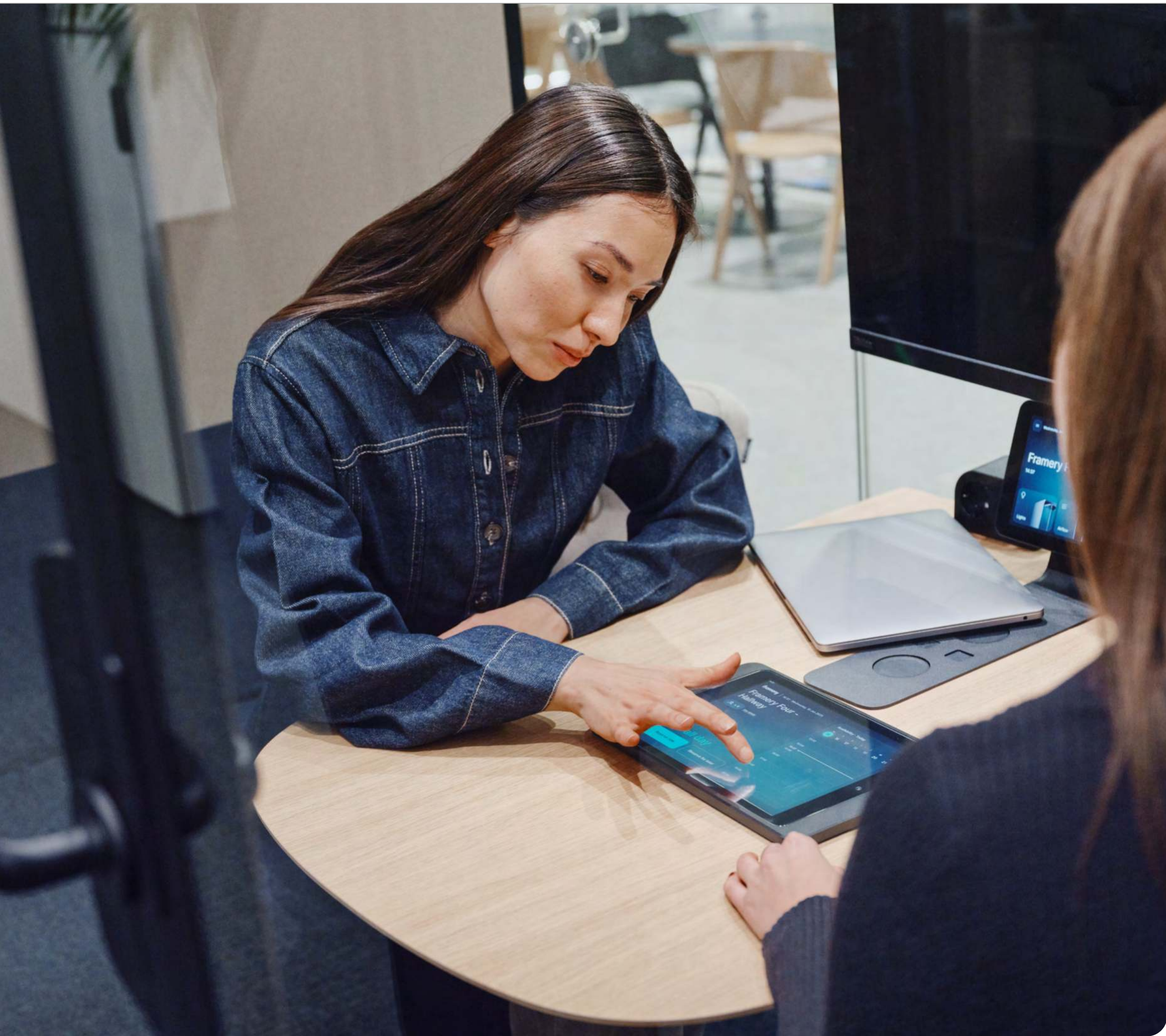
Framery pods come in a range of sizes, from one-person phone booths to six-person meeting pods, but allocating the right amount of space for the specific needs of every office can be a challenge. What size pods do you need, and how many? And where should you place them?

We made our suite of smart office solutions an

integral part of our pods to provide data-driven answers to these questions. These physical and digital tools are designed to ensure that employees have the right space available when and where they need it, whether for individual focused work or meetings. The smart pods use an advanced sensor to instantly and anonymously detect occupancy, and the same occupancy data can be gathered from any space in the office with additional palm-sized sensors. This allows our customers to gain insights that help them optimize entire office layouts and make decisions based on data instead of guesswork.

Once companies have optimized their office spaces, the Framery app and Room Display room booking system show the real-time availability of all spaces equipped with a Framery sensor, such as pods and meeting rooms, and enable employees to find and reserve a space in an easy, hassle-free way. With these technologies, we aim to make work life smoother and more efficient. And because there is no separate implementation fee our customers can become early adopters of smart office technology.





*according to the European Commission, December 16, 2022
* according to the U.S. Environmental Protection Agency, 2018 (latest data)

In this way, employees can quickly and easily start integrating smart office solutions into their daily routines, leading to more productive and enjoyable workdays.

Take a life cycle approach to sustainability

With around 80%* of furniture currently ending up in landfill, we recognize the industry challenge of dramatically reducing this figure. Our aim is to ensure that our pods are part of the circular economy. In 2024, we minimized waste throughout production, achieving 95.7% material efficiency. For every 1 kg of material that comes into our factory, only about 40 grams ends up being disposed of by recycling, composting, or burning in an incinerator, with the rest going into the products. We also strategically minimize the use of virgin materials, demonstrated by the 23% weight reduction in our new pods compared to our previous range (thanks to a new patented structure) and our integration of recycled plastics, metal, glass, and aluminum. Alongside this, we are pioneering novel materials never before seen in the workplace. In 2024 we pledged to make the first products for the workplace with fossil-free steel as soon as it becomes available.

Our pods' sustainability journey continues long after they reach the customer. We believe true sustainability lies in maximizing a product's usable life. Therefore, we engineer our pods for exceptional durability, providing them with modular, easily replaceable components designed for decades of use and straightforward eventual recycling. Our new smart office solutions also give office managers new data-driven tools to maximize their pod usage and office space efficiency, helping to achieve full pod utilization – because the most efficient pod is the one used to its fullest extent. Indeed, according to a study conducted by UseLess Company in February 2024, our pods are on average 30% less carbon intensive than built rooms over their life cycle.

We further extend the lifespan of our pods through circular services like Framery Subscribed, where leased pods are refurbished and repaired for a new life with another customer. We also partner with third-party resellers, giving pre-owned pods second lives. These initiatives are key steps in embracing our circular economy principles.

As industry leaders, we don't just set the benchmark for innovation and durability, but also for health and safety. Our pods use no toxic materials, ensuring high air quality (GREENGUARD Gold certified), backed by rigorous fire, seismic, and product safety testing. This focus guarantees a safe and healthy environment for users.

Attract, nurture, and retain industry-leading talent

None of this innovation and success would be possible without our thriving company culture. As we've grown, we've sought to attract, nurture, and retain the best talent in the industry. We actively fight against bureaucracy and prioritize values like psychological safety, sustainable work practices, transparency, and entrepreneurial spirit. We continually encourage the curiosity needed to remain at the forefront of our industry and enable this by always being open to new ideas and suggestions. This has created a high-trust, high-performance environment where everyone feels empowered to unleash their creativity and contribute their best.

This focus on our people and culture, as much as our products and services, helped power Framery's continued sustainable growth in 2024. With strong sales across all regions, backed up by an efficient and scalable organization, Framery is uniquely well positioned to meet any headwinds and ensure continued success in the future.

Closing the loop – pods that last, and are loved, for decades

Sustainability might start with the production of the product – the material selection, the manufacturing process, and logistics operation – but it certainly doesn't end there. With around 80%* of furniture ending up in landfill, if you want a really sustainable product, you have to maximize its useful life.

Framery smart office solutions are designed to do just that. From ensuring pods are easy to book and comfortable to use, to optimizing their occupancy, our range of services helps ensure a long, productive life for our pods. Because they are so durable and easy to relocate, there is also a second-hand market for our pods. Pods that are part of the Framery Subscribed fleet can have another life once their lessor no longer needs them, as all the pods can be refurbished and delivered to their next home.

DESIGN

23% lighter

Our smart pods are more durable and 23% lighter than our previous plywood models thanks to their patented structure.

95% material efficiency at our factory

For every 1 kilogram of material that comes into our factory, only about 40 grams ends up being disposed of by recycling, composting, or burning in an incinerator, with the rest going into the products.

MATERIALS

We're committed to reducing our reliance on virgin materials by optimizing the use of recycled content whenever supply chain availability and capacity allow. Our product designs reflect this dedication. For instance, the easily refurbished pod interior features carpet with 20% recycled content. The interior panels incorporate a significant amount of recycled material, ranging from 60-70%, and our sound-absorbing panels are made with 50-60% recycled content. While we strive for higher percentages across all components, the availability of recycled materials can fluctuate. For glass, recycled content typically falls between 20-33%. In the case of steel and aluminum, global demand and supply dynamics currently mean recycled content can range from zero to 30%. These variations are often due to supplier-specific factors and broader market conditions, sometimes resulting in situations where no recycled material is available. We continuously work to strengthen our supply chain for recycled materials and increase their integration into our products. The wool and wood used in pod upholstery and tables are certified materials.

MANUFACTURING

Low-carbon energy

Our factory's operations are powered by nuclear energy, ensuring a low-carbon electricity supply with zero direct carbon emissions. Our logistics

processes are fueled by biogas and renewable diesel.

58% emissions reduction in Scope 1 & 2

By 2024, we had reduced absolute Scope 1 and 2 greenhouse gas emissions by 58% from the baseline year 2018.

19% product emissions reduction in Scope 3 and targeting a 50% reduction by 2028

To address Scope 3 emissions, which account for 99% of our total emissions, we've set an ambitious goal: a 50% reduction in our product carbon footprint by 2028, compared to the baseline year 2023. By the end of 2024, we were on track, having already achieved an average 19% reduction in our product carbon footprint, based on data from our environmental product declaration (EPD).**

Faster, more sustainable shipping

Regional hubs (AMER, EMEA, APAC) enable fast delivery via standard shipping, reducing use of airfreight. Smaller box sizes mean that containers can be packed more tightly, which reduces the number of shipments.

OPTIMIZE

Optimized efficiency

The most efficient pod is the one used to its fullest extent and our smart office solutions help customers to maximize pod utilization.

SAFETY

Advanced health and safety standards

As industry leaders we take health and safety very seriously. Our pods use no toxic materials, ensuring high air quality (GREENGUARD GOLD certified), and are backed by rigorous fire, seismic, and product safety testing.

MODULARITY

The majority of the pods' components are modular and easily replaceable to ensure decades of use.

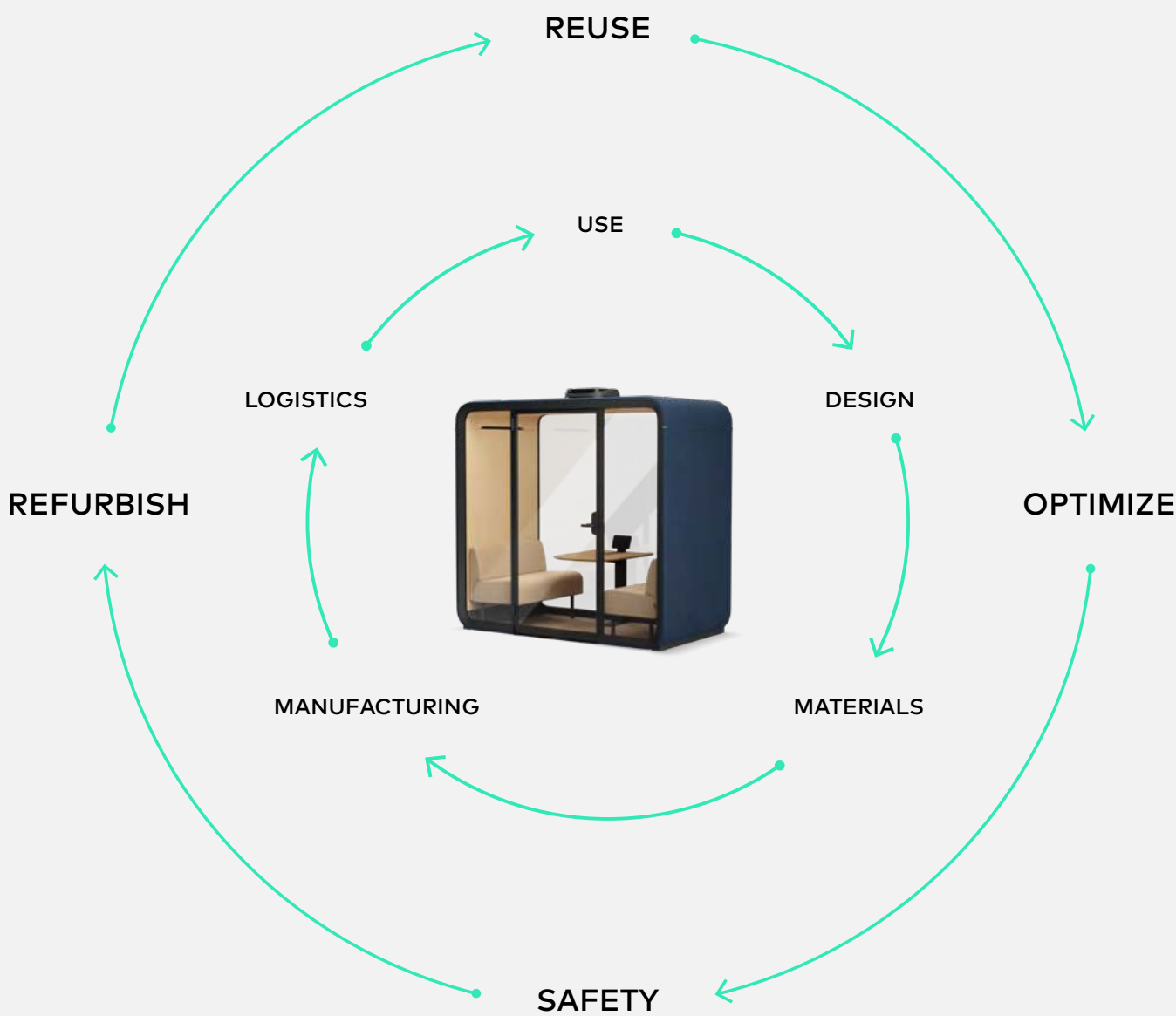
REUSE

Second-hand market

Framery Subscribed allows customers to lease pods until they don't need them any more. Framery is also partnering with reuse programs in various markets to make it as easy as possible to pass on used pods to new owners.

Recyclable materials

Framery smart pods are designed for recycling, featuring modular components and recyclable mono-materials like steel, aluminum, glass, and PET.



*according to the European Commission, December 16, 2022

*according to the U.S. Environmental Protection Agency, 2018 (latest data)

**all of our products' EPDs are verified and can be found on [The International EPD System's database](#)

Our impact on the world

According to the Upright Project's net impact quantification model, Framery is a net positive company with a net impact ratio of +23%. This result indicates that we create more value compared to the resources we use. Our main positive impacts are within the society and health dimensions, and the materials needed to make our pods represent the highest volume of resources we use.

The net impact profile (shown on the right) is a big-picture view of the impact created by Framery's business on society, knowledge, human health, and the environment. The bars to the left represent the resources used and the negative impacts created by Framery, while the bars to the right show the positive impact created and what is achieved with the use of those resources.

The profile has been calculated and produced by the Upright Project's net impact quantification model, which uses machine learning-based technology to process the knowledge contained in millions of scientific articles. The analysis is based on Framery's business activities, meaning the products and services offered, and it takes into consideration the entire value chain of those products.

In 2024 Framery continued to have a strong positive contribution in the dimensions of society, health, and environment. From an impact perspective, Framery's business has

stayed consistently positive. The growth of a net positive business also increases the total absolute positive impact created, which becomes visible with the total monetized impacts created (i.e. dollars per year), and this figure will develop over time as Framery's business grows.

Society

Like all companies, we have a positive impact on society by generating jobs and paying taxes, thus contributing to the joint resources of society. The taxes impact consists of corporate taxes and value-added taxes. In addition, as our pods are furniture used in offices, they are considered a part of the infrastructure of our society and contribute towards a positive impact within societal infrastructure.

Knowledge

Within the knowledge dimension, our most significant resource is our people. Scarce human capital measures the opportunity cost of scarcely available human resources. The assessment includes the level and scarcity of the required education needed to produce the pods and services we offer. We employ, for example, highly educated engineers and business professionals, who are among the multiple resources we use to create all the positive impacts seen in our net impact profile.

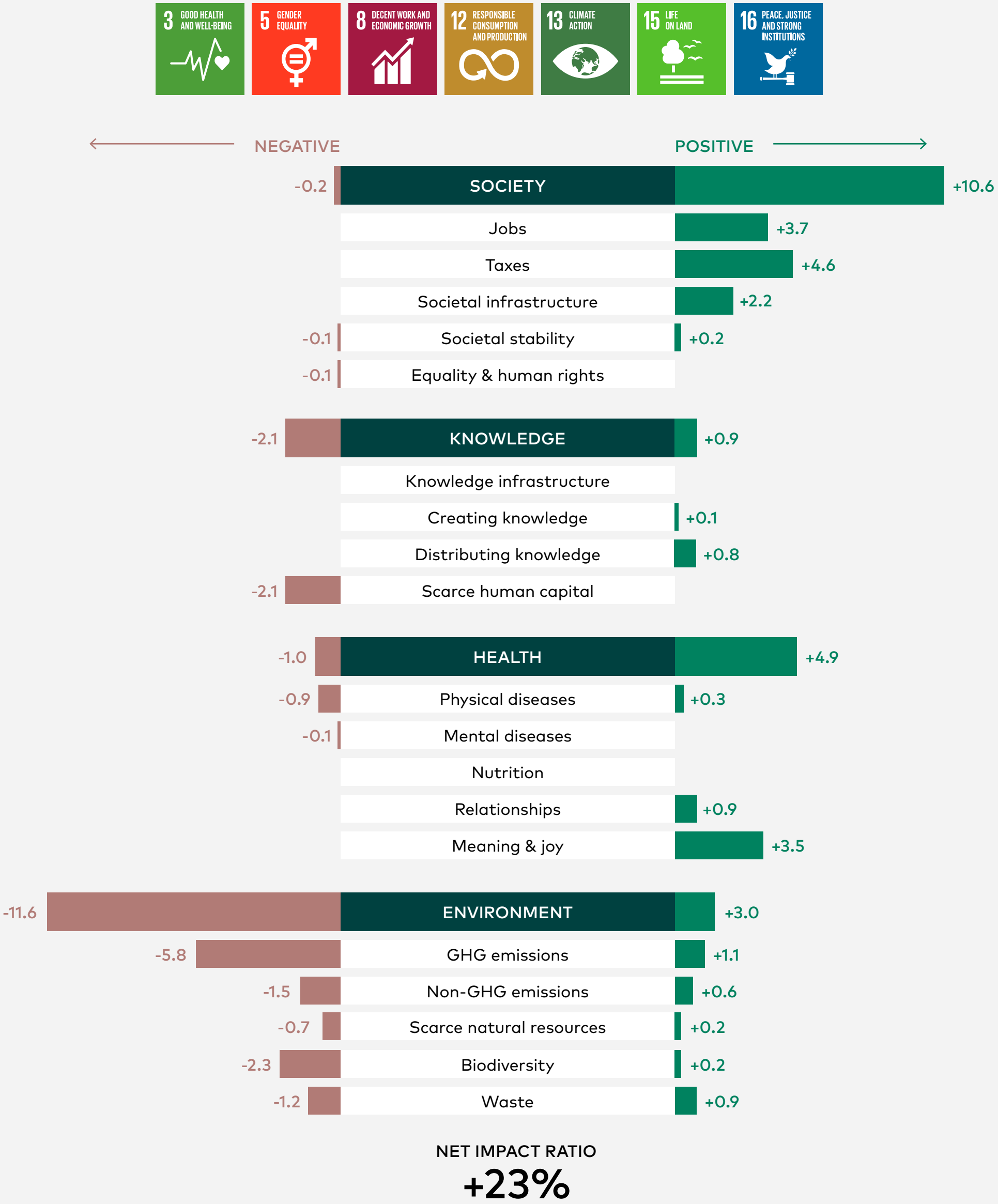
Health

One of the most significant positive impacts we have on the world is through better health

in the workplace. By providing quiet places to work, enabling uninterrupted focus on tasks and facilitating hybrid work, our pods contribute positively to increased feelings of meaning and joy. Simultaneously, our pods act as co-working spaces and enable teamwork, which enhances professional relationships.

Environment

Like most companies, we also use environmental resources. Most of the negative impacts arise from the supply chain. Emissions and waste are created in, for example, the manufacturing of the pods, the mining of raw materials, the production of the components needed, and the packaging and transportation of the products. On the other hand, many of our activities also mitigate environmental harm by increasing the lifespan, usage, or durability of the pods. Examples of such activities are repair and maintenance, the use of recycled materials, and the leasing of pods to multiple customers.



Explanation of Upright's model

Upright's quantification model is based on machine learning, open-source science, and the products and services that companies produce and offer. Using Natural Language Processing (NLP) techniques, the model has been taught to understand causality in scientific articles and summarize what science knows about all the impacts that the products and services have on the environment, health, society, and knowledge. Because all companies undergo the same methodology of analysis, the net impact profiles produced by the model are all comparable to one another.




Because the analysis is based on products and services, impacts here are defined strongly through what companies produce and offer, rather than on how they do so (i.e. governance and compliance). Net impact concentrates on the scientifically examined largest impacts a company's core business has on the surrounding world. It answers the questions: "What does the company achieve with the resources it employs? How effectively does it turn its resources into desired outcomes?" Because of this, the net impact profile is a comprehensive picture of a company's value creation and can be interpreted as providing an overall picture of what resources a company uses and what it achieves by using them.

About the Upright Project

The Upright Project is a technology company based in Helsinki (www.uprightproject.com). Its mission is to create incentives for companies to optimize their net impact. Upright produces data on the comprehensive net impact of companies, with the aim of looking at both the negative and positive impact and enabling smarter decision-making for institutional investors, consumers, and employees. In addition, Upright's data offering covers the SFDR PAI indicators, EU taxonomy metrics, and UN SDG metrics for unlisted and listed companies. The Upright platform's data universe comprises +24,000 companies, and its customers include over 200 organizations in 15 countries.



Impact

	Our sustainability work	15
	Climate and Environment	21
	People and Society	26
	Fair Business	34



Our sustainability work

By combining physical and digital tools, Framery helps ensure employees have the right space available when they need it. Our pods aim to make work life easier, more productive, and more enjoyable. We enable people to connect and achieve their best at work – solving problems, creating solutions, and building a better tomorrow.

We improve the flow of work with our technology-driven products, solutions, tools, and services. When you choose Framery you are choosing superior quality and tested solutions.

In the 15 years since our founding, the people working for Framery have always been responsible and dedicated, and the many actions and choices we have made as a company have been both honest and reasonable. As the years progressed, and the more we grew as a business, the more important sustainability became. Framery's operations have both a positive and a negative impact on the environment and the people who fall within our ecosystem.

This report presents our sustainability efforts in 2024. Like many other companies, we are moving towards standardized sustainability reporting as a response to stakeholders' needs to better understand sustainability-related risks and opportunities. Beyond this, we want to set an example of transparency and ambition in terms of having a positive impact.

Additionally, we must also further understand and positively impact critical work-life challenges, which include occupational health and safety issues, as well as workplace mental and physical well-being.

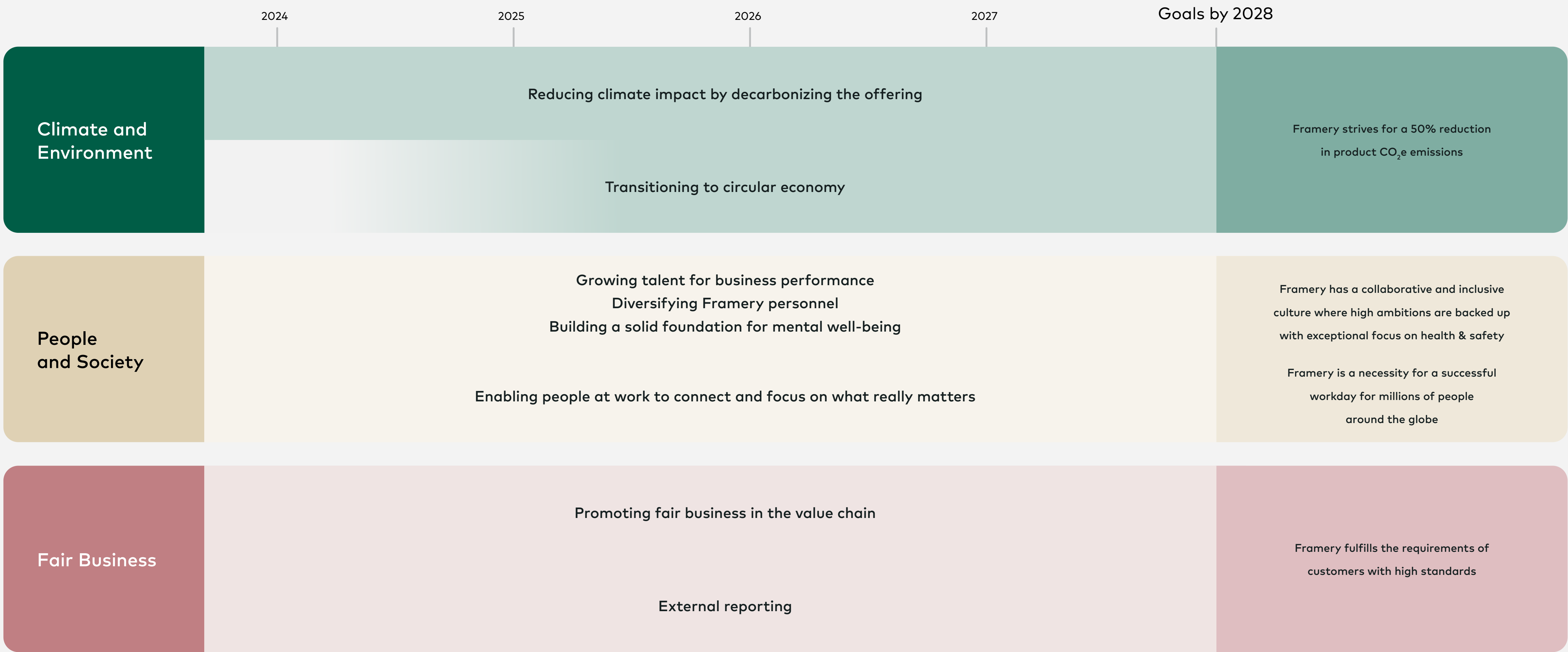
Our material topics

A materiality assessment is a method of identifying material impacts, risks, and opportunities. In 2024, we updated our double materiality assessment to be more comprehensive than the previous year. Next year we are planning to publish a CSRD-compliant report and the material topics will be based on this new assessment. Going forward, our sustainability statements will be presented together with our financial data to show the impact of our operations on people, the planet, and our financial performance.

Framery's sustainability agenda with the material topics has been reviewed and approved by the executive team members who hold responsibility for these matters. The board is updated annually on sustainability matters.



Our sustainability program



Our sustainability KPIs, targets, and progress

	Topic	KPI	Target	2022	2023	2024	Status	Related GRI standard
Climate and Environment	Reducing the climate impact by decarbonizing the offering	Reduction in products' life cycle GHG emissions	Reduce emissions per pod by more than 50% by 2028 compared to 2023 This target is currently set by Framery and has not yet been validated by a third-party. In 2025, we plan to submit updated targets to SBTi that also include Scope 3.	Framery One Compact: 1,507 Framery One: 2,675 Framery Four: 3,136 Framery Six: 5,164 kg CO ₂ e		Framery One Compact: 1,393 Framery One: 1,565 Framery Four: 2,705 Framery Six: 4,467 kg CO ₂ e	Well on track	GRI 305 emissions
		Reduction in own operation's GHG emission (Scope 1 and Scope 2, tCO ₂ e)	Reduce absolute Scope 1 and Scope 2 GHG emissions by 50% by 2030 compared to 2018 base year (570 tCO ₂ e) This target has been validated by the SBTi	-17%	-46%	-58%	Well on track	GRI 305 emissions
	Transitioning to circular economy	Yearly growth of Framery Subscribed product fleet	Continue to grow the number of products in Subscribed fleet	64%	14%	6%	On track	
	Environmental efficiency	Material efficiency rate	Achieve and maintain the level of 95%	94.9%	95.8%	95.7%	Well on track	GRI 301 materials GRI 306 waste
People and Society	Customers	Customer NPS	75 by 2028	68	69	73	Well on track	
	Framerian work culture	Employee engagement	The Flame Index > 80	75	77	80	Well on track	GRI 404 training and education GRI 405 diversity and equal opportunity GRI 406 non-discrimination
	Employees and the wider workforce	Occupational H&S: lost time incident frequency (LTIF)	Short-term: 5 Long-term: 0	6.9	5.3	2.7	Well on track	GRI 403 occupational health & safety
	Employees and the wider workforce	Sick leaves	Production: 8.0% Office: 1.8% by 2028	9.7% 3.2%	11.8% 2.7%	10.14% 2.62%	Not on track	GRI 403 occupational health & safety
	Safe and healthy materials	Product safety	All products are Greenguard certified	100%	100%	100%	Well on track	GRI 416 customer health and safety
Fair Business	Promoting fair business in the value chain	% of supplier spend covered by Supplier Code of Conduct	100% of supplier spend	99%	99%	99%	On track	GRI 308 supplier environmental assessment GRI 414 supplier social assessment

Sustainability management

The principles of our sustainability management are presented in the Code of Conduct, Supplier Code of Conduct, and our commitment to the UN Global Compact. The material topics with respective goals and targets are presented in the previous section of this report.

Managing topics related to climate and environment

As with all manufacturers of physical products, we are dependent on natural capital and ecosystem services. Nature is a prerequisite for our business to thrive. We use natural resources – both renewable and non-renewable materials – and energy as inputs to our activities.

We have identified and assessed the environmental aspects and impacts of our value chain as part of our externally certified environmental management system (ISO 14001). The most significant aspects relate to the use of raw materials and energy that are associated with the following negative impacts: depletion of natural resources, global warming, air pollution, land use change, deforestation, and biodiversity loss. We are implicated in these negative impacts as a result of our business relationships since raw material extraction and component manufacturing takes place within our supply chain. On the other hand, we can have a positive impact on conservation of natural resources through our own activities when we design long-lasting and easily refurbishable products made of recycled and renewable materials.

Our work is guided by our Environmental Policy and our commitment to the SBTi for our Scope 1 and 2 emissions. We have also set our own target to reduce our product emissions by 50% by 2028. This target has not yet been validated by a third-party, however, we plan to submit updated targets to SBTi that also include Scope 3 in 2025. We deliver industry leading, innovative, eco-efficient solutions for our customers and continuously improve environmental efficiency throughout our supply chain.

We are mitigating negative impacts by promoting the transition to a low-carbon circular economy. To systematically manage and monitor our progress, we have set measurable targets for these topics (see our sustainability agenda, KPIs, and targets). Since the biggest impacts are associated with our supply chain, we are actively engaging with our suppliers. To maximize the positive impacts, we have introduced an even more sustainable product range – Framery smart pods, complemented with smart office solutions – and continue to address product design and material selection.

Managing topics related to people and society

Framery is the pioneer and the world's leading

manufacturer of soundproof private spaces for solving noise and privacy issues in open offices. Framery has a positive impact on the people who use its products and provides employment for its workers. Potential negative impacts on people include the risk of health and safety hazards for workers and end users of our products. We nurture the Framerian culture to maximize the positive impact on our own employees as well as the people we engage with in our value chain.

Our workplace culture is the personality we have developed as a company and the character of the people who work here. It's a collection of our shared values, beliefs, and attitudes that sets the standards for how we work as we strive to create the best working environment possible. We are an equal opportunity employer and committed to a culture of diversity, equity, and inclusion in the workplace. We cherish and support different viewpoints and believe that the more diverse our views are, the better decisions we can make. We have a strict policy concerning discrimination and inappropriate behavior.





We provide quality leadership, work-life balance, and a community where everyone feels seen, heard, and appreciated.

We also measure eNPS and other employee experience metrics once a year with the Siqni survey and follow up to make changes according to the results.

We want to reinforce a culture of direct, open, and honest feedback that always aims to help. This enables us to work better together, grow together, and succeed together. We also encourage each team leader to think about and support their team members' growth paths to ensure meaningful work. Employee well-being is the cornerstone of our company's success. We aim to improve well-being through supporting mental health and physical activity, as well as fostering a culture of diversity, equity, and inclusion.

Our products are tested to be safe under exceptional circumstances such as earthquakes or fires. We conduct product tests to prove they meet the requirements of emission standards and are healthy for end users. Framery's occupational health and safety policy confirms our commitment to do everything possible to provide a working environment that supports the well-being and safety of our employees and those who share our common workplace. Our management system for occupational health and safety is externally certified against the ISO 45001 standard requirements. We train our partners to ensure they know how to safely assemble our pods.

We track the effectiveness of our actions on a monthly basis. We follow and analyze absences

related to different diagnosis groups together with our occupational healthcare partner and investigate every safety issue that has been reported. We have been able to record improvements in relation to risks identified. Employee representatives meet monthly and the occupational health & safety committee meets on a quarterly basis. Employees are also involved in development through working groups.

Managing topics related to fair business

Fair business means we do what is right. Regionally we are focused on Finland and Northern Europe while our footprint covers tens of countries through our value chain. Besides the direct employment impacts, we also have significant impacts through our suppliers and dealers due to the nature of our business model. We recognize the compliance risks in our business and have identified two functions that have an increased risk of being exposed to bribery and corruption: sales and sourcing.

In 2024 we implemented a comprehensive supplier risk analysis tool to analyse risks related to, for example, human rights within our supply chain. In 2023 we launched the Framery Code of Conduct e-learning program so that all our employees have the same foundational understanding of how to behave and make decisions. In 2022 we also created a policy and an approval process for giving and receiving gifts. In addition, all new suppliers and dealers undergo a corruption risk assessment before starting to work with us.

Integrity and transparency are of utmost importance to Framery. We are committed to conducting our business in a fair, ethical,

and legal manner, which includes having zero tolerance for bribery in our business dealings and relationships. Taxes are paid where the added value is created and we comply with all applicable laws and regulations in each country. We pay taxes in 15 countries, following the OECD guidelines on transfer pricing.

We want to make good business for all stakeholders and build beneficial relationships for growth with our partners. In our sourcing function, we have contracts in place with each supplier and a process to keep the contracts up to date. In addition, we have a longstanding practice of requiring all our suppliers to sign our Supplier Code of Conduct, which includes anti-corruption provisions. In our sales function, we ensure that no improper benefits are offered to third parties by maintaining strict control over expenses. All expenses are reviewed before they are approved. Furthermore, we have internal rules in terms of who has the authority to sign contracts and other legal documents. With dealers, the contractual coverage is sufficient, with all key dealers having contracts in place.

To proactively mitigate risks within our supply chain, we require all our suppliers to commit to responsible business conduct by signing our Supplier Code of Conduct. This document outlines clear expectations regarding labor practices, human rights compliance, occupational health and safety standards, environmental responsibility, anti-corruption measures, and ethical business behavior. Suppliers commit to maintaining fair working conditions, prohibiting forced and child labor, respecting freedom of association, and ensuring non-discrimination practices, among other key responsibilities. Compliance is monitored

through regular supplier self-evaluations and targeted audits.

Recognizing the importance of transparency and continuous improvement, in 2024, Framery implemented a supplier risk analysis tool specifically designed to assess and track suppliers' ESG (Environmental, Social, and Governance) performance. This tool enhances our ability to identify salient human rights risks and areas requiring further development within our value chain.

Additionally, Framery continuously evaluates the operating context of our international establishments. Currently, our employees and foreign establishments are situated exclusively in countries with high scores on both the World Justice Project (WJP) Rule of Law Index and Transparency International's Corruption Perceptions Index. Nevertheless, we acknowledge that global operations inherently present risks related to human rights impacts, especially within our broader network of business relationships. Framery remains committed to developing a comprehensive human rights due diligence process across our entire value chain, which we recognize as a key area for ongoing improvement. To support this commitment, all our employees and stakeholders are encouraged to report any improper conduct they observe through Framery's anonymous whistleblowing channel.

Climate and Environment

Our climate and environmental policies aim to mitigate climate change, resource scarcity, and loss of biodiversity. Accordingly, we hold that transitioning to circularity is essential for our profits, people, and planet. We can only future proof our business by transforming our old linear business models into new circular ones that respect planetary boundaries.

In terms of the environment, Framery’s sustainability program aims to reduce our climate impact by decarbonizing our offering (through reduced resource use and increased use of fossil-free materials and renewable energy) and transitioning to a circular economy.

Climate impact	22
Designed for circularity	24
Environmental efficiency	25

Climate impact

Our science-based targets — challenges and opportunities

We joined the Science Based Targets initiative (SBTi) in 2020. The SBTi has approved our target to address our Scope 1 and 2 emissions, to be aligned with the Paris Agreement to limit global warming to 1.5°C compared to pre-industrial levels. Our target was to reduce absolute Scope 1 and 2 greenhouse gas emissions by 50% by 2030 from the base year of 2018. In 2024 we reached this target – five years ahead of time – and in 2025 we plan to make an ambitious update and include Scope 3 to our SBTi targets. We will continue to measure and reduce our Scope 3 emissions, which include our products' life cycle emissions.

To effectively tackle the Scope 3 emissions that account for 99% of our total emissions, we set a target to reduce product CO₂ emissions by 50% by 2028 compared to 2023. Most of the Scope 3 emissions are related to the manufacture of components for our pods (namely, category 1. purchased goods and services), followed by the use of sold pods (category 11).

Our science-based targets represent a challenge for a growing company such as ours. The challenge lies in combining growth with our ambition to reduce emissions. Until our growth has stabilized, the only way to move forward sustainably is through innovation.

With the new smart pods we created a breakthrough innovation in pod construction, with patented solutions.

After launching the smart pods, we began to optimize their electricity usage to reduce lifetime product use emissions. With an over-the-air update to the whole smart pod fleet we managed to reduce lifetime electricity usage, and effectively the carbon footprint, of the use phase of the pods by approximately 30%.

Moreover, the smart pods are designed to last for decades and are supported by the Framery smart office solutions, which can be easily updated to ensure the pods continue to benefit from the latest functionality throughout their life cycle. Our new smart pods represent market-leading innovation and demonstrate our commitment to sustainability.

Flexible offices are more sustainable offices
The demand for smaller meeting rooms to enable virtual collaboration and communication grows in tandem with the demand for video conferencing and hybrid work. We want to enable and inspire our customers to embrace the promise of flexible offices by making it easier to rearrange their pods as needed, saving them money on construction, labor, and raw materials – and avoiding the associated environmental impact – by not having to reconfigure entire rooms to smaller, non-productive meeting rooms.

Our customers can contribute to a more sustainable future while still meeting their employees' needs by embracing this flexible approach to office design.

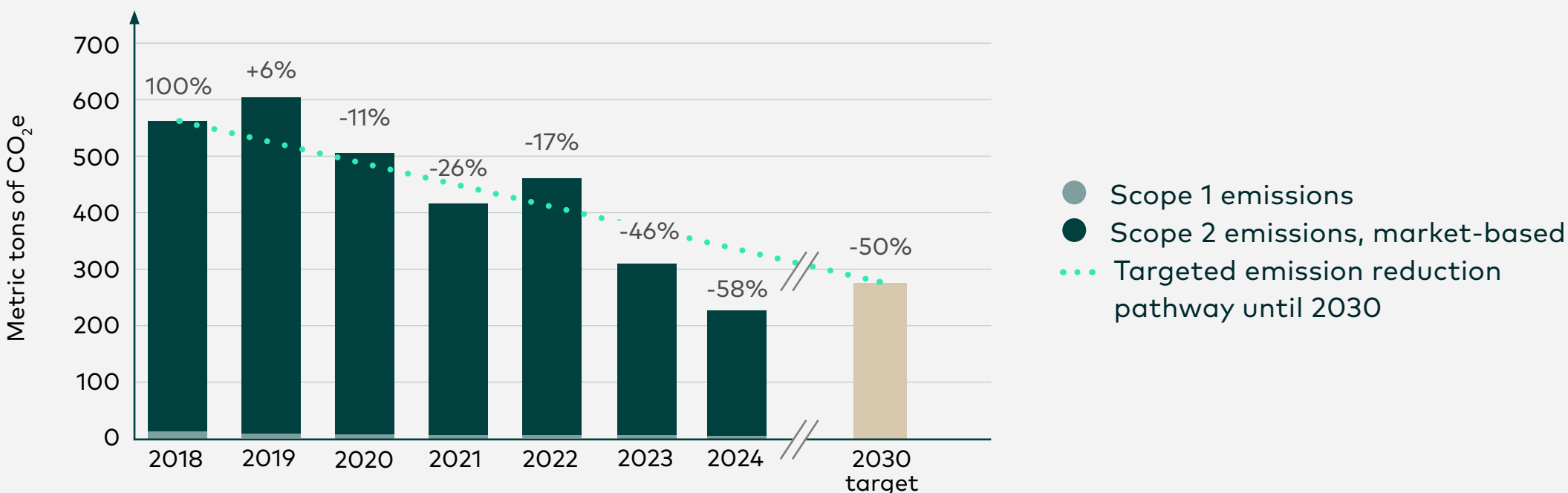
Measuring our products' environmental impact

We use Life Cycle Assessment (LCA) to quantify our pods' environmental impacts, including climate change, resource depletion, and toxicity. The full LCA encompasses raw materials extraction, processing, manufacturing, distribution, use, and recycling or energy recovery. We publish the LCA results as an Environmental Product Declaration (EPD) which is verified by a third party. The LCA studies are conducted according to ISO 14025:2006 and relevant product category rules for furniture.

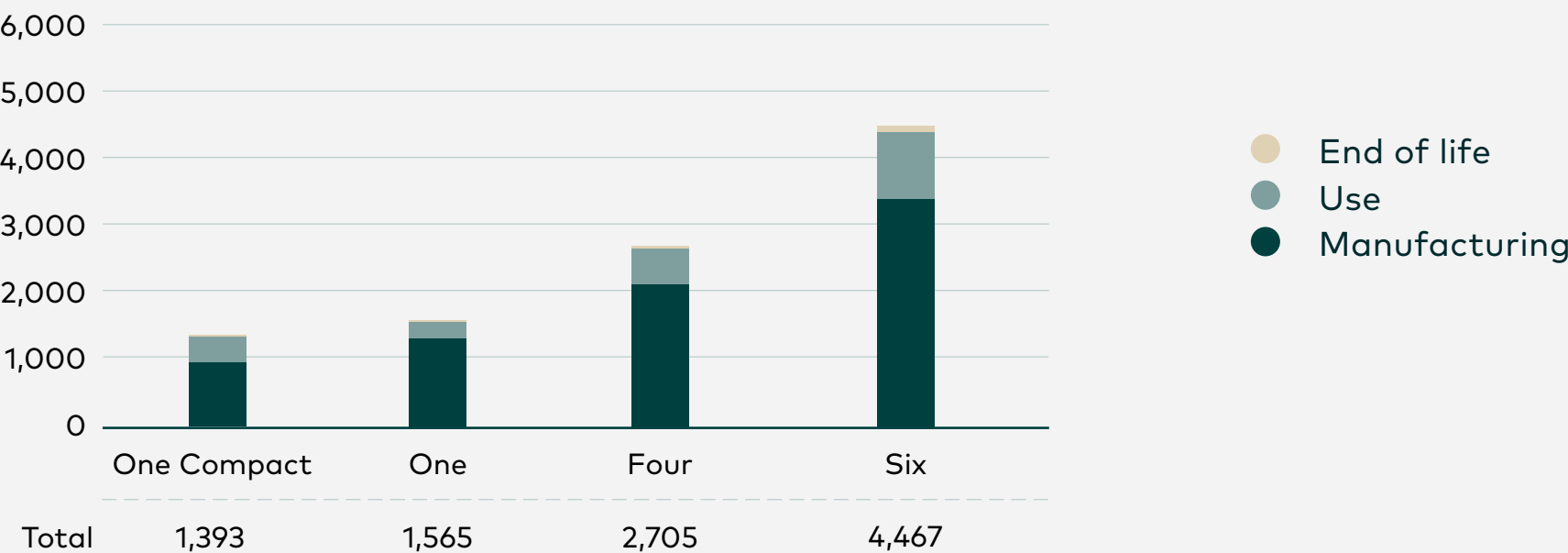
We have commissioned third parties to conduct LCAs and compile EPDs for all our pods to transparently and reliably disclose their impacts. The results of the new smart pods are prepared according to a new version of the standards, which means the results are not comparable with the results of the previous lines of pods.

Most of the life cycle emissions are caused by manufacturing the components that account for all the life cycle phases from raw material extraction to transport to the customer location. Though it will be used for decades, the main structure (metals and glass) accounts for most of those emissions. On the other hand, the wearable parts, like the interior panels, need to be refurbished at some point but account for only a minor share of the emissions.

Reduction of Scope 1 and 2 GHG emissions towards the 2030 target



Products' life cycle GHG emissions (GWP fossil, kgCO₂e)
See [Environmental Product Declarations \(EPDs\)](#)



The vast majority of Framery pods manufactured are still in use, which demonstrates how long lasting even the older generation of our products are. The use emissions are caused by the operational energy used for lighting, ventilation, and maintenance.

It is worth noting that the use emissions would be eliminated if renewable electricity was used, as this study assumes the electricity to represent the national average grid mix in the countries the pods are sold to.

At end of life, the pods are disassembled and the materials are disposed of according to average EU recycling, incineration, and landfilling rates. The impact is limited as the pods are recyclable. The new smart pods are easy to disassemble to components that are made of mono-materials, which are easy to recycle.

In order to measure our target of reducing product emissions by 50% by 2028 compared to 2023, in 2024 we decided to conduct annual LCAs for our products to communicate the progress we have made on our journey to reduce product emissions.

The right materials and suppliers

Since product design matters greatly when mitigating future impacts on the environment, we use LCA methodologies to single out the most significant factors that contribute to our products' carbon footprint.

Our LCAs inform us that most of the products' life cycle emissions stem from our suppliers' manufacturing of the components of our pods. Therefore, selecting the right materials and suppliers enables the greatest CO₂ emissions mitigation impact.

We prioritize using recycled, renewable, durable and non-toxic materials in our manufacturing. Although our pods are made of sustainably sourced plywood, glass, steel, and aluminum, we primarily chose these materials for their ability to create high-quality soundproof pods, not their environmental impact.

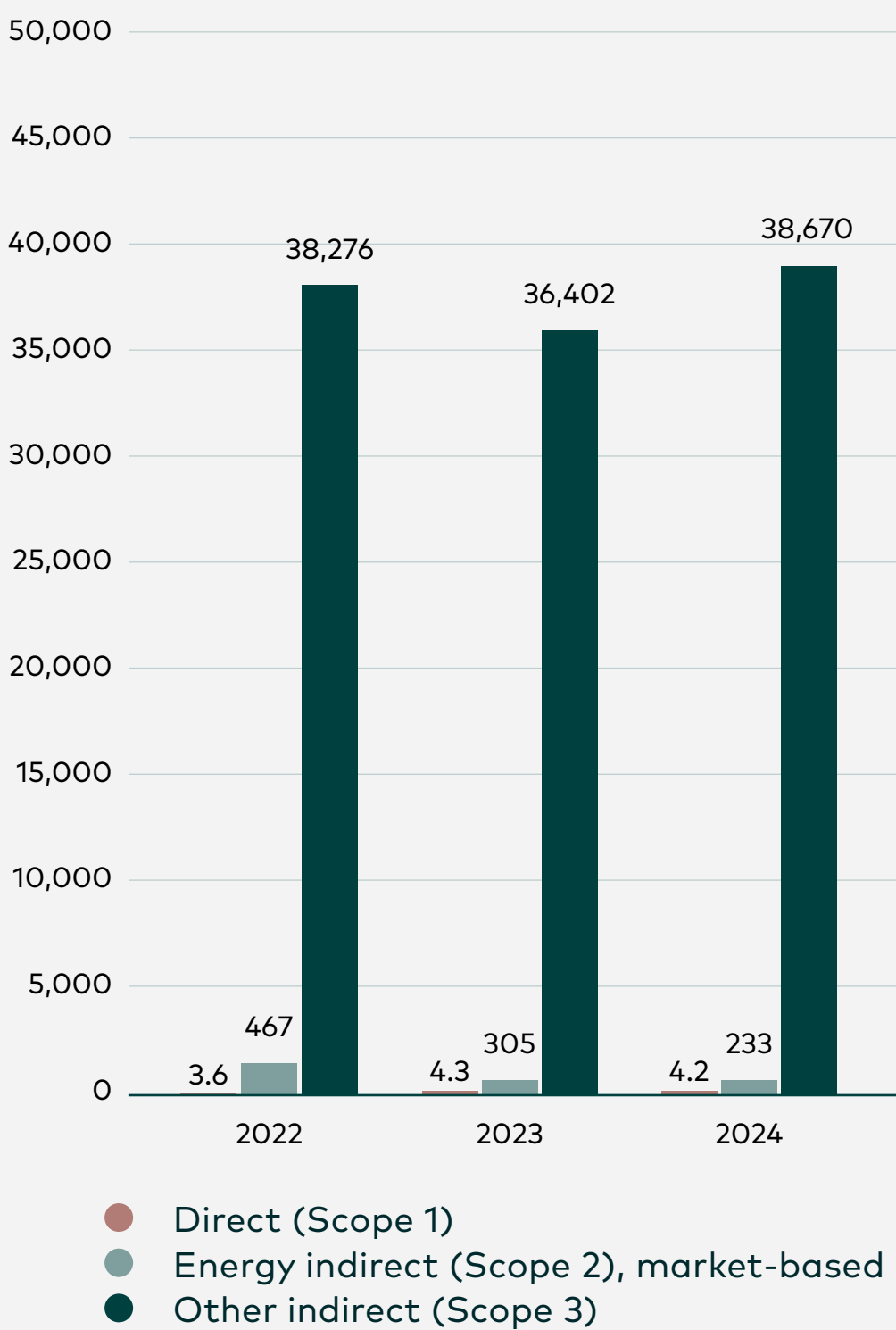
We are always on the lookout for new, more environmentally sustainable materials. In 2024 Framery announced its commitment to building future smart pods using SSAB's fossil-free steel. This means that from 2026, as soon as the steel becomes available, Framery will start bringing pods made with fossil-free steel to offices worldwide.

We select our suppliers based on their ability to deliver high-quality materials, which usually aligns with our sustainability goals. To select suppliers who operate responsibly and sustainably, we must verify that our suppliers comply with, for example, ISO 14001 – the international standard for environmental management systems – local regulatory requirements, and our own high standards.

We jointly develop their processes, energy consumption, raw material use, and waste management.

We're committed to optimizing the use of recycled content in our products. We carefully balance this goal with the need for long-lasting performance, ensuring that our pods use as little virgin material as possible while still being built to last.

Greenhouse gas emissions Scope 1, 2, and 3, metric tons of CO₂ equivalent



Greenhouse gas emissions Scope 1 and 2, metric tons of CO ₂ equivalent	2022	2023	2024
Direct (Scope 1)	3.6	4.3	4.2
Energy indirect (Scope 2), market-based	466.7	305.2	232.8
Other indirect (Scope 3)*	38,276	36,402	38,670
1. Purchased goods and services	30,291	28,780	28,045
4. Upstream transportation and distribution	474	444	383
9. Downstream transportation and distribution	1,704	1,596	1,747
11. Use of sold products	4,893	4,678	7,442
12. End-of-life treatment of sold products	914	904	1,053
Total	38,746.3	36,711.5	38,907

*Including the Scope 3 categories considered the most relevant: 1. Purchased goods and services, 4. Upstream transportation and distribution, 9. Downstream transportation and distribution, 11. Use of sold products, and 12. End-of-life treatment of sold products.

Scope 3 figures for previous years have been updated due to a correction in the emissions calculation methodology. The updated data is reflected in this report.



Designed for circularity

We strive for circularity in everything we do

We design every aspect of our products and services with circularity in mind. In the design process, we apply circular design principles to ensure they meet the needs of the circular economy. During the use phase, we provide our customers with smart, data-driven digital services that help users make the most of the pods. Afterward, when people no longer need them, we find ways to refurbish, redistribute, reuse, and recycle our pods and the components and materials they are made of.

Designing for circularity

We put a lot of thought into making our pods as sustainable as possible. We understand that how a product is made — and what it is made of — can make a significant difference in its impact on the environment. So when we design our pods, we consider the requirements of circularity from the very beginning.

Unlike some low-end pods on the market, our pods are built to last for decades. This means that businesses do not need to replace them as frequently, which is better for both the planet and the bottom line. By designing our pods to structurally last longer, we are breaking the old, linear consumption model of take, make, and waste and moving toward the new circular economy.

Quality is the foundation of sustainability

Producing low-quality pods that people do not want to use is not sustainable.

Durable, high-quality pods last longer and improve the user experience. For example, our pods are designed to ensure good air quality, which is one reason many people enjoy using them. Additionally, safe and well-made pods that meet all relevant standards reduce the risks of health and environmental hazards. Pods made of safe and non-toxic materials provide comfort and convenience and contribute to a more sustainable future.

Framery Subscribed — a fully circular business model

Framery Subscribed offers customers a flexible and affordable way to lease as few or as many pods as they need. When they no longer need their pods, our local installation partner picks them up, refurbishes and repairs them, and then delivers them to a new customer for a new life. As a result, our pods can potentially enjoy multiple lifetimes of service.

Framery Subscribed ensures that no pod goes prematurely to waste but is used and reused repeatedly before its parts are eventually recycled.

The drivers of the Subscribed model

The primary motivation behind Subscribed is that leasing our pods generates greater value in the long run than simply selling them. This is because we design our pods with durability and longevity in mind. Consequently, companies that invest in our pods can use them for years without replacing them.

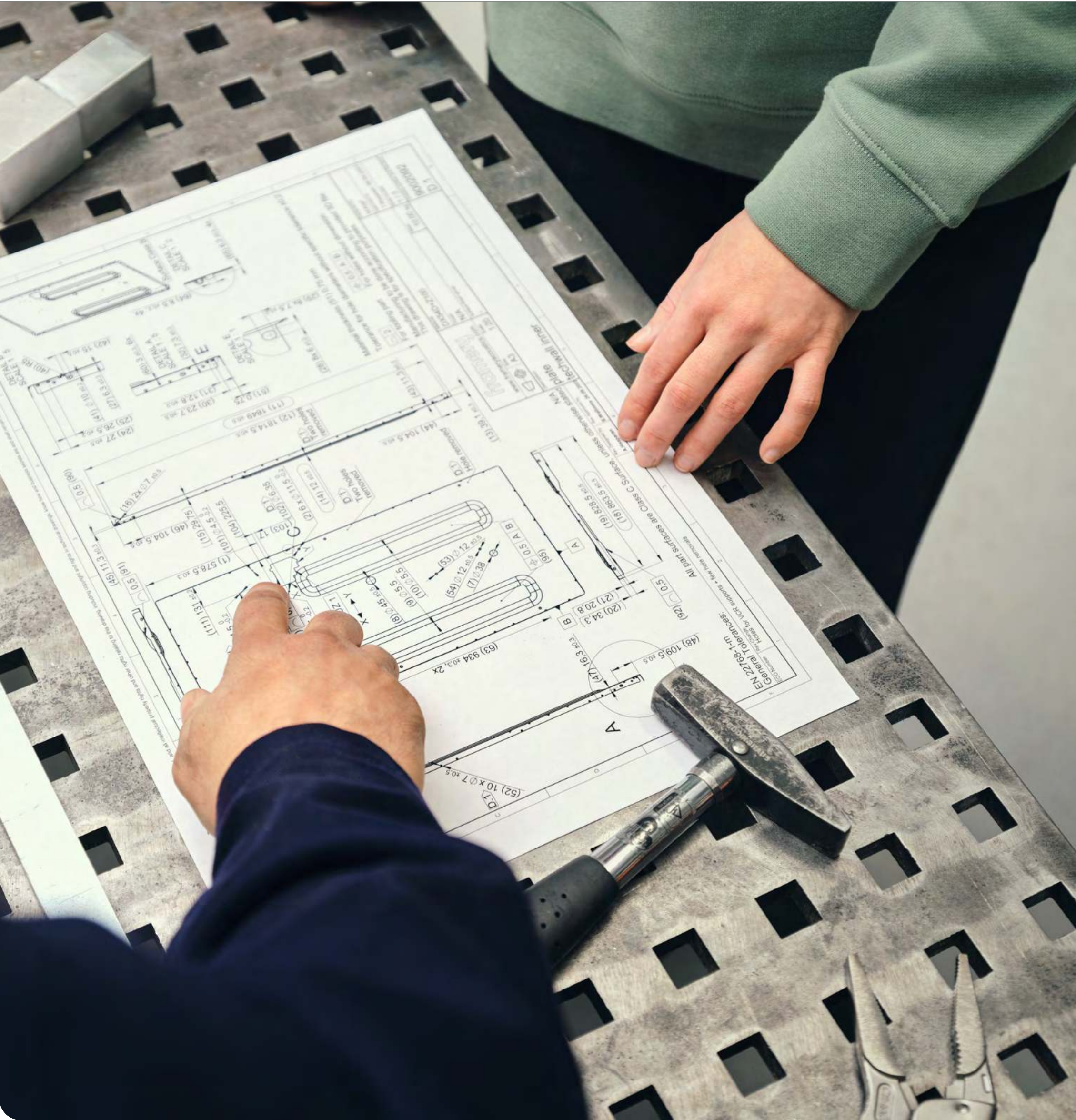
Because we maintain, refurbish, and repair the pods we lease, they are of such high quality that they are quite popular on the second-hand market, where they can command a high resale price.

This means that our dedicated fleet of Subscribed pods represents a growing asset for us. In the future, companies may also prefer to lease rather than own their pods. With the Subscribed model we are ready for that shift.

The model thus shows that the right thing to do is also practical: what is environmentally sustainable also turns out to be economically sustainable.

Another year of growth and development

In 2024 the Framery Subscribed fleet grew by 6% from the previous year. The model is currently available in the Nordics, the Netherlands, Germany, France, and the UK. We are seeking to optimize the model in these countries before launching it in other markets.



Environmental efficiency

Efficient operations

We want to minimize the negative environmental impacts of our own operations despite the fact that the biggest impacts arise from upstream and downstream operations. Most of our emissions come from using diesel fuels in company cars as well as district heating. We use nuclear energy with zero direct emissions in our manufacturing facilities and warehousing.

The material efficiency rate describes the volume of waste in relation to the input materials. In 2024, our material efficiency reached 95.7% in our own factory. More than half of the waste generated is bio-based waste, which is directed to incineration with energy recovery. We don't use any water in our manufacturing processes. However, we do recognize that water is likely used in other parts of the value chain. At present, we do not have comprehensive data on water usage beyond our direct operations. We acknowledge this as a gap and are exploring ways to improve visibility and understanding of water-related impacts in our supply chain.

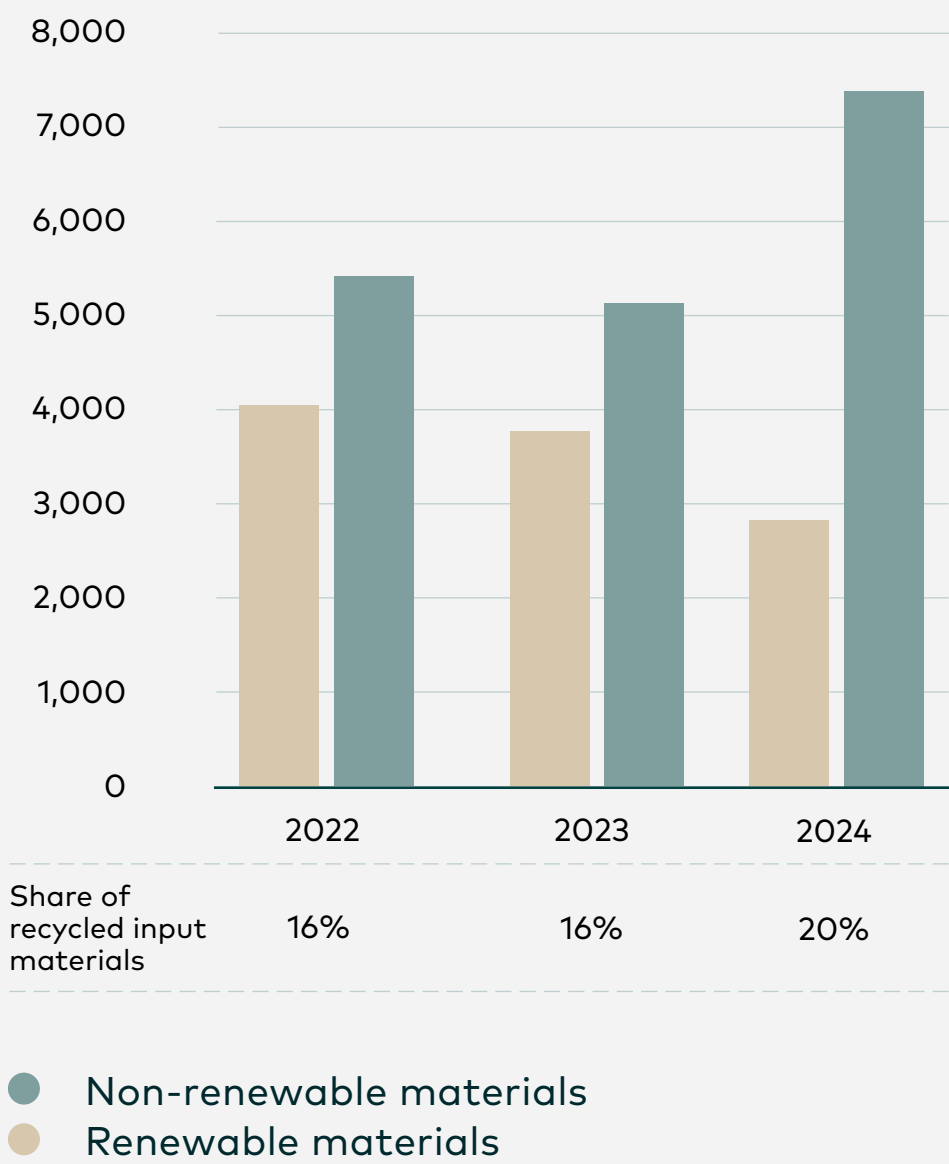
Digitalization as an enabler for resource efficiency

Digitalization is the key to a more circular and sustainable tomorrow. With our digital solutions, we can increase our customers' utilization rate, space use, and resource efficiency to the point where the environmental impact we cannot completely avoid is justified.

In fact, according to a recent Upright Project study, Framery is a net positive company,

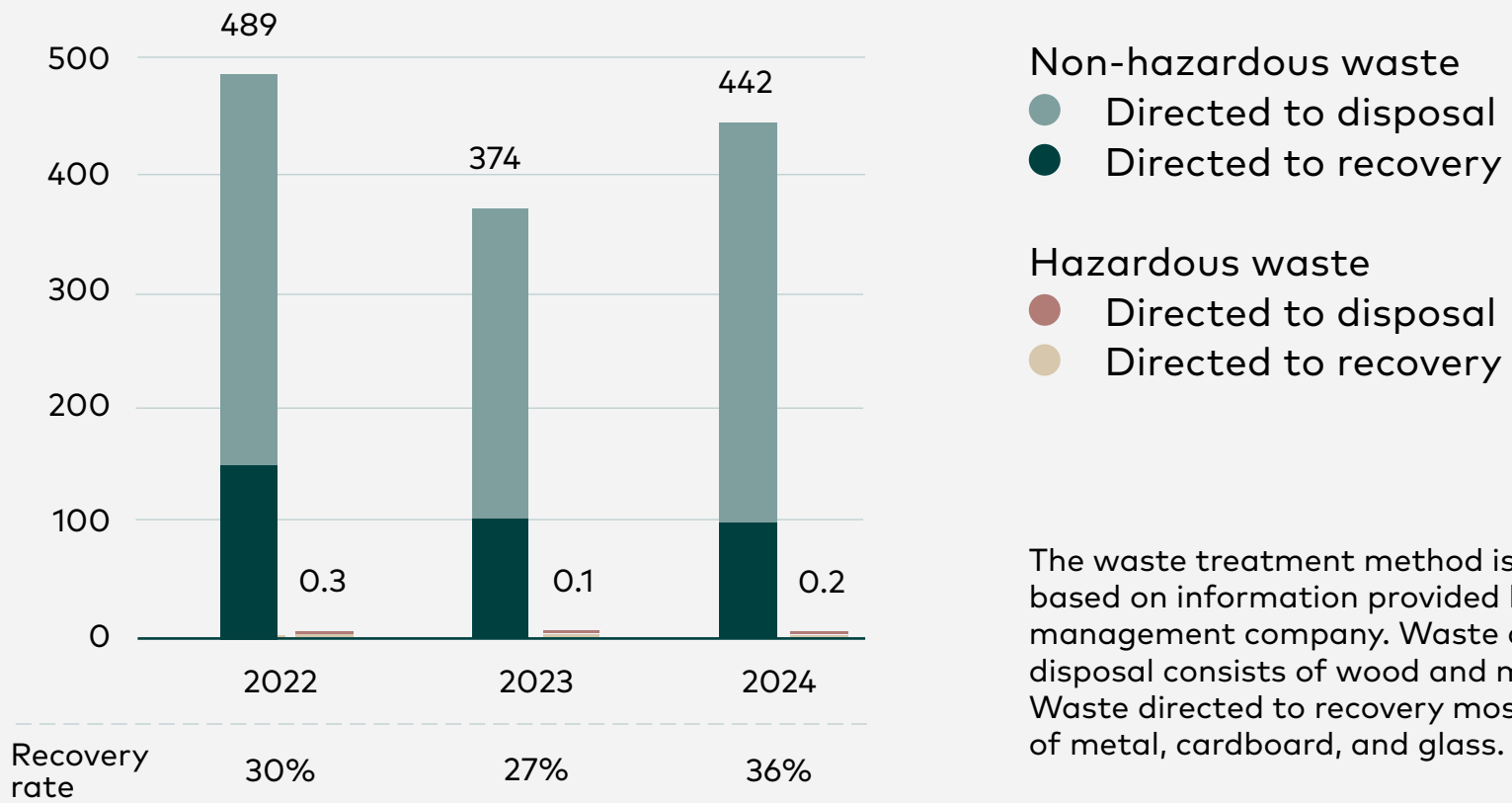
which means, considering the full value chain, our products add more value to our customers than the resources we use in creating them. This becomes clear in practice with our new portfolio of smart pods, which makes it possible to collect and analyze space utilization data across the office. Occupancy data from each Framery smart pod or room equipped with the Framery Connect sensor helps reveal which spaces are used efficiently and where improvements can be made. The palm-sized sensor can be easily installed in any room or pod, offering a complete view of how different spaces are used throughout the workday. In addition, the Framery App allows people to book the ideal pod for their needs in just seconds, further optimizing pod usage.

Materials used by weight, metric tons



Energy consumption MWh	2022	2023	2024
Primary energy consumption			
Diesel	18.5	19.2	19.0
Secondary energy consumption			
Electricity	1,743.9	1,172.1	1,098.9
Share of renewable electricity (%)	100%	29%	30%
Heating	3,030.3	2,951.2	2,618.2
Share of renewable heating (%)			74%
Total	4,793	4,142	3,736
Share of renewable energy (%)			60.6%
Energy intensity MWh/MEUR	31.2	27.3	23.0

Waste generated, metric tons



The waste treatment method is determined based on information provided by the waste management company. Waste directed to disposal consists of wood and mixed waste. Waste directed to recovery mostly consists of metal, cardboard, and glass.

People and Society

At Framery, we value our employees’ physical and psychological well-being. We invest in a healthy, safe, diverse, and welcoming workplace because we believe it fosters a positive workplace culture. Likewise, we provide high-quality products to create productive, satisfied, and loyal customers while also positively impacting individuals and society as a whole.

Framery’s sustainability program aims to grow talent for business performance, diversify Framery personnel, and build a solid foundation for mental well-being. It also aims to enable people at work to connect and focus on what really matters.

The Framesian culture	27
Employees and the wider workforce	28
Customers	31
Material safety	33

The Framerian culture

Values are the heart of our culture

We are what we do. Through our choices and actions, we cultivate the virtues that constitute our Framerian work culture and community. By embodying our values of respect, courage and curiosity, transparency, responsibility, and good judgment, we shape our goals and ways of working.

We give every new employee a copy of our Culture Handbook, "Being Framerian," to explain our values and cultural aspects: the abilities and practices that we especially appreciate in each other, and that guide us in our decision-making. The Culture handbook aligns us as a community and gives us a shared understanding of what kind of workplace Framery is.

Framery is a workplace where employee growth and well-being are central to our success. We encourage employees to learn, question, and be curious, recognizing that an open feedback culture drives improvement and collaboration. By supporting mental health, physical activity, and a strong sense of belonging, we ensure every employee can thrive.

Employee engagement

Every year we conduct a Signi employee engagement survey to better understand our employee experience. The resulting Flame Index tells us how engaged and motivated our employees are. For 2024, our target was 80 on a scale of 1–100. In 2024 the response rate was again very high (87%), so we can be confident that the results are reliable.

The index increased from 77 to 80, so we reached our target!

In the Signi survey, our employees choose their top five most important factors in work life and then grade how well those factors are realized currently at Framery on a scale of 0-100. Our top four most meaningful factors have remained the same for several years: Work life balance, Meaningful work assignments, Fair salary and perks, and Strong camaraderie at the workplace. The realization of these top four factors has been good or excellent throughout the years.

Based on the Signi survey's 2024 results, we didn't set any organization-wide focus areas, as we saw the most topical matters being aligned with our strategic focus points for 2024: growth and development and work life balance. More on those actions can be found in the chapter Employees and the wider workforce.

Speaking up

We encourage everyone to speak up if they see anyone being mistreated or acting in breach of our values or Code of Conduct. In 2022, we established our internal whistleblowing channel to enable our employees to anonymously report any suspected cases of illegal or unethical behavior in the workplace. In 2024 we opened up the whistleblowing channel for external stakeholders as well.

Whistleblowers can send their reports anonymously and we follow up with them anonymously. We inform the reporter within seven days that we have received the report and within three months inform them what actions we are going to take. We have two main whistleblowing channel operators who investigate reports. The process follows the EU Whistleblowing Directive and from the beginning of 2023 the Finnish law based on the Directive. In 2024, we received zero reports of incidents via the whistleblowing channel.



Framery values

- Respect
- Courage and curiosity
- Transparency
- Responsibility
- Good judgment

Employees and the wider workforce

At Framery, we are dedicated to making our workplace a welcoming environment for all. Because we want to attract, keep, and engage the best and brightest, we want to create a workplace that promotes our employees' health, safety, and well-being and foster a culture of diversity, equity, and inclusion (DEI).

Working conditions of employees and contractors

In 2024, we had 392 permanent employees. The number of contractors increased during the year as we began to ramp up production of our new product line while simultaneously still producing the existing product line. This meant that the workload of our manufacturing personnel increased until old products were discontinued at the end of 2024. This required a temporary increase in headcount, which was achieved through a combination of part-time and fixed-term contracts.

In Finland 84% of our employees are currently covered by a collective bargaining agreement. But regardless of whether such an agreement covers them, everyone working for Framery in Finland, including management, enjoys the same policies concerning compensation, health support, and paid leave.

Although we provide our salespeople with the same essential work equipment, medical benefits, insurance, and so on, their working

conditions will vary because most of them work overseas. They also tend to work with customers from their own or their customers' premises. Their customers usually also act as their peer group.

Diversity, equity, and inclusion

Remaining the forerunner of our industry requires us to embrace the diversity of thought in our operations as it fuels our creativity and innovation and enhances our problem-solving abilities. By involving a wider range of perspectives and abilities, we ensure informed and balanced decision-making and inclusive operations. We commit to diversity, equity, and inclusion because it not only allows us to retain our talent, making everyone feel valued and empowered, but also gives us access to a broader talent pool.

Today, Framery HQ is a vibrant workplace where people with diverse backgrounds in terms of culture, nationality, language, gender, age, and education come together to work, innovate, and succeed.

Although we do not work toward a numeric target, we always take diversity into account when recruiting. We want to recruit the best person for the role, but we do not want to do it in ways that might dissuade anyone from applying because of their background.

For example, we always consider ways to attract more female applicants for the sectors where males are in the majority and vice versa.

In addition, we train our team leaders and People & Culture team to raise their diversity, equity, and inclusion competency and make them more aware of, for example, how unconscious biases can influence decisions about hiring, promotions, and salaries.

In 2024, we continued to provide training on diversity, equity, and inclusion and executed multiple internal communications campaigns celebrating diversity-related events and themes.

We launched an official DEI policy to state Framery's stand on DEI and scripted our internal guidelines for safer spaces to ensure safe internal events. We also included DEI policy topics as part of our Culture Onboarding sessions.

Our internal audit processes also covered some of our core HR processes from the DEI perspective, and made no major findings regarding it. We also created an initial concept idea for how we can advance equality and more effectively address employees' specific needs within our working practices and core HR processes.

Employees by region and contract type	Finland	Americas	EMEA	APAC	Total
Number of employees	407	21	23	7	458
Number of permanent employees	341	21	23	7	392
Number of temporary employees	66	0	0	0	66
Number of non-guaranteed hours employees	31	0	0	0	31
Number of full-time employees	362	21	23	7	413
Number of part-time employees	14	0	0	0	14

Employees by gender and contract type	Female	Male	Other	Not disclosed	Total
Number of employees	145	289	0	24	458
Number of permanent employees	132	244	0	16	392
Number of temporary employees	13	45	0	8	66
Number of non-guaranteed hours employees	4	23	0	4	31
Number of full-time employees	137	256	0	20	413
Number of part-time employees	4	10	0	0	14

Diversity of governance bodies and employees

	AGE GROUP			GENDER				REGION			
	Under 30	30-50	Over 50	Female	Male	Other	Not disclosed	Finland	Americas	EMEA	APAC
● Employee group: Employees	53%	42%	5%	13%	75%	0%	12%	100%	0%	0%	0%
● Employee group: Officials	15%	80%	5%	40%	58%	0%	2%	84%	7%	7%	2%
● Management team	11%	89%	0%	33%	67%	0%	0%	100%	0%	0%	0%
● Board	0%	50%	50%	17%	83%	0%	0%	83%	17%	0%	0%

Monitoring the gender pay gap

In 2022, we started monitoring men's and women's salaries to ensure equal pay. In 2024 the ratio between women and men was 0.98 for office workers and 1.00 for production employees, meaning the salaries are nearly equal. The small gap varied slightly during the year.

Occupational health and safety

Our employees' well-being is vital for our company's long-term success since a healthy and safe working environment decreases absenteeism and increases productivity. In 2024, 100% of our employees and contractors were covered by the occupational health and safety policies of our ISO 45001 certified management system.

Last year we re-evaluated our partnership with our occupational healthcare provider and chose to partner with Mehiläinen in September 2024. Our service agreement is now slightly more comprehensive than before and we have added, for example, short-term psychotherapy to our service offering. The digital services provided have been a major improvement and we can already see that with the new partner, health services have better availability and employees' NPS is high (93).

Sickness absence

One of our goals is to reduce sick leaves. Sickness absence as a percentage of the employees' total theoretical working time was 4.6% (5.1%) in 2024 for all Framerians excluding those working in sales. Our sick leave per person in 2024 was 13.5 (15.6) days per year for Finland-based employees.

Ratio of basic salary and remuneration of women to men	2022	2023	2024
Officials employee group	0.99	0.95	0.98
Production employees	1.01	1.01	1.00

Data based on employees based in Finland and active on 31.12.2024. Women avg./Men avg. Not including employees who have not disclosed gender (30 out of 385). Regional data is not comparable due to different employee groups and different countries' market practices and price levels.

Sick leave figures differed between office and production staff. Sickness absence as a percentage of total theoretical working time was 10.1% (against a target of 8% by 2028) for production staff and 2.6% (against a target of 1.8% by 2028) for office staff. The difference between the two groups is explained by the nature of the work of each group. For example, if an office worker feels like they are getting sick they might simply be able to work from home, whereas a production worker does not have that possibility but would be advised to stay at home to avoid affecting colleagues. Furthermore, production workers are more likely to be affected by musculoskeletal sicknesses that require longer sickness absences.

Work-related injuries

We are committed to improving our safety performance, and our long-term target is zero accidents. To monitor our progress, we use lost time injury frequency (LTIF), measuring the lost time injury that amounts to one full day of absence, as a key performance indicator. Our short-term target for LTIF was 5.0, and in 2024 it was 2.7 (5.3). In addition to meeting our ambitious target, the LTIF score of 2.7 should be seen in the context of the average figure for Finnish manufacturing companies of 25. In total, we had 5 (50) days of absences, a reduction of 95% on the previous year, because of two (four) injuries.

Musculoskeletal and mental health

We know from our occupational healthcare partner that about 30% of mental health and musculoskeletal disorder absences are work-related, making them the two most common reasons for longer periods of sick leave.

Preventing ergonomic disorders

In 2024 an occupational physiotherapist provided ergonomic guidance in all of our offices. However it is still the individual employee's responsibility to adjust their workstation to a suitable height and to lift objects in an ergonomic way.

Supporting mental health in the workplace

Mental health has always been one of our focus areas and we want to be a forerunner in this area. In 2023 we began partnering with Mieli, a Finnish non-profit and the world's oldest non-governmental organization dedicated to mental health.

Experts from Mieli helped us assess the current state of our actions around mental health and identified future focus areas. Based on our commitment to improve mental well-being through a set of actions – for example mental well-being related training and tools for team leaders, renewal of pre-employment health examination, and various organizational communications

Work-related injuries	2022	2023	2024
Employees			
Fatalities	0	0	0
High-consequence work-related injuries	0	0	0
Recordable work-related injuries	5	4	2
Number of days lost	9	50	5
Number of hours worked	720,000	749,000	746,000
Rate of fatalities	0	0	0.0
Rate of high-consequence work-related injuries	0	0	0.0
Rate of recordable work-related injuries (LTIF)	6.9	5.3	2.7
Workers who are not employees			
Fatalities	0	0	0
High-consequence work-related injuries	0	0	0
Recordable work-related injuries	1	0	0
Number of days lost	NA	NA	NA
Number of hours worked	NA	NA	NA
Rate of fatalities	NA	NA	NA
Rate of high-consequence work-related injuries	NA	NA	NA
Rate of recordable work-related injuries	NA	NA	NA
(NA due to missing data on their working hours)			
Types of injury			
A cut by a knife	0	1	1
Stackers / forklifts	0	0	0
Slipping / tripping	1	2	0
Manual handling of modules	3	0	1
Work movement-related pain	2	0	0
A sprained finger	0	1	0

Incidents of discrimination	2022	2023	2024
Total number of incidents reported	1	2	0
Incident reviewed by the organization	1	2	0
Remediation plans being implemented	0	0	0
Remediation plans that have been implemented, with results reviewed through routine internal management review processes	0	0	0
Incidents no longer subject to action	1	2	0

– we were awarded the Mieli Mental Health Friendly Workplace badge. In 2024 Mieli renewed our badge.

Fostering social well-being through community-building Frevents and company events

To support Framerians’ social well-being – their sense of belonging, connectedness, and enjoying meaningful and supportive relationships at work – employees made an extra effort during the year to initiate, host, and organize community-building social events, which we call Frevents. The year started with our annual company kick-off where our management team onboarded Framerians to our strategic program for 2024. We also had two external keynote speakers to shed light on the economic situation and to spark innovation and ideas.

In 2024, our employees organized seven Frevents, including a gaming Frevent, ceramics workshop Frevent, and a second-hand shopping Frevent. In addition to employee-organized Frevents, our People & Culture team organized an annual family day at the factory Frevent and a volunteering Frevent. Also, a company-wide event was organized in the fall where all our employees globally were invited to have a good time together.

Another highlight was the launch of our new product family. To facilitate this, we conducted an internal communication campaign called “Behind the Scenes” and held an internal launch event to familiarize all Framerians with the new products.

Health and well-being benefits

One way we invest in the health and well-being of our fellow Framerians is through our generous employee benefits. By default, we

offer everyone the same basic benefits, even part-time employees and summer trainees:

- Everyone receives Smartum benefits, such as the lunch benefit, which allows our employees to have healthy, stress-free lunch breaks, and the exercise benefit, which supports our employees’ physical activities and sports hobbies.

- Since we want people to enjoy the delicious and nourishing food and the company of their colleagues at the company bistro, we have made the food as affordable as possible by only charging for the ingredients.

- We have a club room that our employees can book during weekends to organize parties and social events in their free time.

- For similar reasons, we also encourage our employees to set up Framery clubs built around their hobby of choice. It can be football, ice hockey, tennis, ice swimming, yoga, or anything else – as long as the club is open to everyone, and we will support it financially. For office workers we offer a special benefit to exercise for an hour every week during their paid work time.

- Not only do we provide all employees with healthcare benefits, even those on extended leaves of absence from work, such as parental leave, but we also offer everyone leisure-time accident insurance, which covers accidents outside the workplace.

However, some benefits require regular permanent employment. For employees based in Finland we offer, for example, the opportunity to lease a bike tax-free for up to 49 months. Clearly, such benefits are moot for fixed-term employees only hired for, say, three months.

Parental leaves

While all employees are entitled to parental leave, 10% of women, 11% of men, and 9% of employees with gender not disclosed took parental leave in 2024. Our return-to-work rate was 100% for all, and our retention rate after parental leaves was 88% and 92% for women and men, respectively.

In recent years, we have observed that not only are more Framerians choosing to become parents, but more are also taking parental leave. Increasingly, they are also taking extended leaves of absence. This represents a new development for our company. In truth, it was only a few years ago that we had our first employee on maternity leave and, shortly after that, parental leave. This suggests that Framerians feel psychologically safe enough to spend extended periods away from work and feel secure when returning to work.

Employee training

As part of our annual performance enablement process, all Framerians discuss their performance and development, and plan development and growth actions, with their team leader. The need for employee training is planned by the team leaders, taken within the functions, and agreed between the team leader and the employee. All practical decisions regarding the training are decided between the team leader and the employee. On average, the number of annual training hours per employee was 4.0.

On an organizational level, in 2024 we started a Framery Learning Series concept to support the implementation of our strategy and to expand Framerians’ business knowledge. We hosted three separate series on important strategic themes such as financial understanding and

sales and operations. Besides this, we also organized two training sessions on DEI and provided both mandatory and voluntary training on information security.

To develop our leadership, we have a team leader development program for each year. In 2024, we organized team leader training on topics such as information security, the Early Bird Intervention Model (EBIM), compensation, and leadership at Framery.

We also promote the internal mobility of employees and job rotation throughout the organization. To enhance curiosity toward different roles within the company we organize Job Shadowing Days one to two times a year. In Job Shadowing Days, we create shadowing pairs, where one person is working through the day as usual, and the other is shadowing – learning about their role, networking with new people, and getting to understand our business from a different perspective.

Everyday learning and personal development is planned and reviewed in regular one-to-one meetings between team leaders and team members. The focus in these conversations is on reflecting on past development and identifying future needs and opportunities. Together they create personalized action plans to support employees in their professional goals.

New employee hires	Total	% of total	New hire rate
Age group			
Under 30	3	11%	4%
30–50	21	78%	7%
Over 50	3	11%	14%
Gender			
Female	14	52%	11%
Male	10	37%	4%
Other	0	0%	0%
Not disclosed	3	11%	19%
Region			
Finland	17	63%	5%
Americas	5	18%	23%
EMEA	4	15%	17%
APAC	1	4%	14%
New hire turnover rate, total			3.7%

Employee turnover	Total	% of total	New hire rate
Age group			
Under 30 years old	12	29%	17%
30–50 years old	29	69%	10%
Over 50 years old	1	2%	5%
Gender			
Female	16	38%	12%
Male	22	52%	9%
Other	0	0%	0%
Not disclosed	4	10%	25%
Region			
Finland	34	81%	10%
Americas	6	14%	27%
EMEA	2	5%	5%
APAC	0	0%	0%
Employee turnover rate, total			9.7%

The information about new hires and employee turnover includes only permanent employees. The rate of new employee hires in the total workforce is the number of new hires divided by the number of all permanent employees at the end of the year. New hire rates within employee breakdown categories are calculated by dividing the new hires within the category by the total number of permanent employees within the breakdown category. For example, the new hire rate for female employees is the number of new female hires divided by the number of all permanent female employees at the end of the year. Turnover rates are calculated on a similar basis as new hire rates.

Customers

Our business is all about enabling people to connect and achieve their best at work – solving problems, creating solutions, and building a better tomorrow.

By providing privacy and reducing noise distractions, our soundproof pods are ideal for meetings, conference calls, and discussions; they offer a haven for uninterrupted work, focus, and flow. Our high-quality pods help companies overcome the challenges of the open office and meet the rising demand for video conferencing workspaces in hybrid offices. The result is more productive workplaces where people get things done.

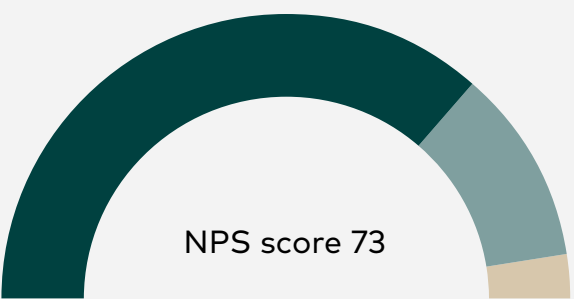
Promoting focus and happiness in the modern workplace

Constantly being distracted and disoriented by the sound of meetings, conversations, notifications, and phone calls undermines the privacy, focus, productivity and, ultimately, the happiness of employees. It is also a major stressor and, therefore, a health risk. According to studies, more than half of people find it difficult to concentrate in open offices, and distractions can take up to 20 minutes to recover from. Furthermore, employees are 15% less productive when working in an open office.

We conduct Net Promoter Score (NPS) surveys so that every new customer is surveyed for the first time three months after the pod(s) is successfully put into use. After that, a new survey is sent every six months.

In the surveys we asked only one question: “On a scale of 0 to 10, how likely is it that you would recommend Framery to a colleague, business associate, or friend?” The answering scale was from 0 (Not at all likely) to 10 (Extremely likely). In total, 78% of the respondents were classed as “Promoters” and gave a score between 9 and 10. This was a very positive result and represents an increase of four percentage points on 2023’s score. Overall, our NPS improved to 73 (69) and we are on track to achieve our target score of 75 by 2028.

Customer Net Promoter Score



- Promoters 78%
- Passives 17%
- Detractors 5%



A focus on customer experience

At Framery, we always support our dealers and service personnel, including installation and maintenance partners, to ensure that we always provide the best possible customer service. Additionally, we collaborate with architects and designers to develop solutions that make work more enjoyable and efficient.

We have concentrated our customer supporting work into one function and this enables us to understand and optimize customer experience. Our Customer Operations function is dedicated to everything from helping dealers deliver and install our pods to helping facility managers set up and get the most out of our suite of smart office solutions. We believe that this organization is one of the reasons behind our excellent NPS scores.

Framery Connect — efficient performance, maintenance, and management

By virtue of being the world's first connected soundproof pod, Framery One paved the way for Framery Connect, our first digital service, launched in 2022. Framery Connect is a feature of Framerysmartpods' new digital management system that keeps Framery smart pods running smoothly and efficiently.

We provide exceptional customer service through a dedicated customer success team for our digital services. Framery's customer service can be reached via email or phone. Customers can create support tickets for smart pods through Framery Connect, and thus be in direct contact with our technical support team. As a result, we can reduce downtime while effectively extending the lifespan of the pods.

In addition, Framery enables future software updates, ensuring that our customers always have the most up-to-date version of the software used to manage their pods. Through continuous software updates, we can add new innovative digital features, constantly improve the user experience, make the pods more valuable over time, and, as mentioned previously, even reduce the carbon footprint of the product. Those who invest in Framery pods can trust they will stay functionally relevant for years to come.

In line with the ideals of circularity, Framery Connect helps us to digitally extend our pods' life cycle and relevance, and optimize their use. Instead of customers having to repeatedly invest in pods every five years, they benefit from futureproof pods that are built to last.

Framery Connect also allows us to integrate smart pods with Google and Microsoft calendars, enabling users to conveniently reserve pods through their calendars. Due to the pods' 4G connection, people can also book them anywhere, anytime.

Office managers can understand the utilization rate of pods in a hybrid office and their return on investment thanks to Framery Connect, which also provides insights into how smart pods are being used.

Demonstrating our commitment to safeguarding our customers' data

In 2022 Framery received ISO 27001 certification covering its information security management system for digital offerings.

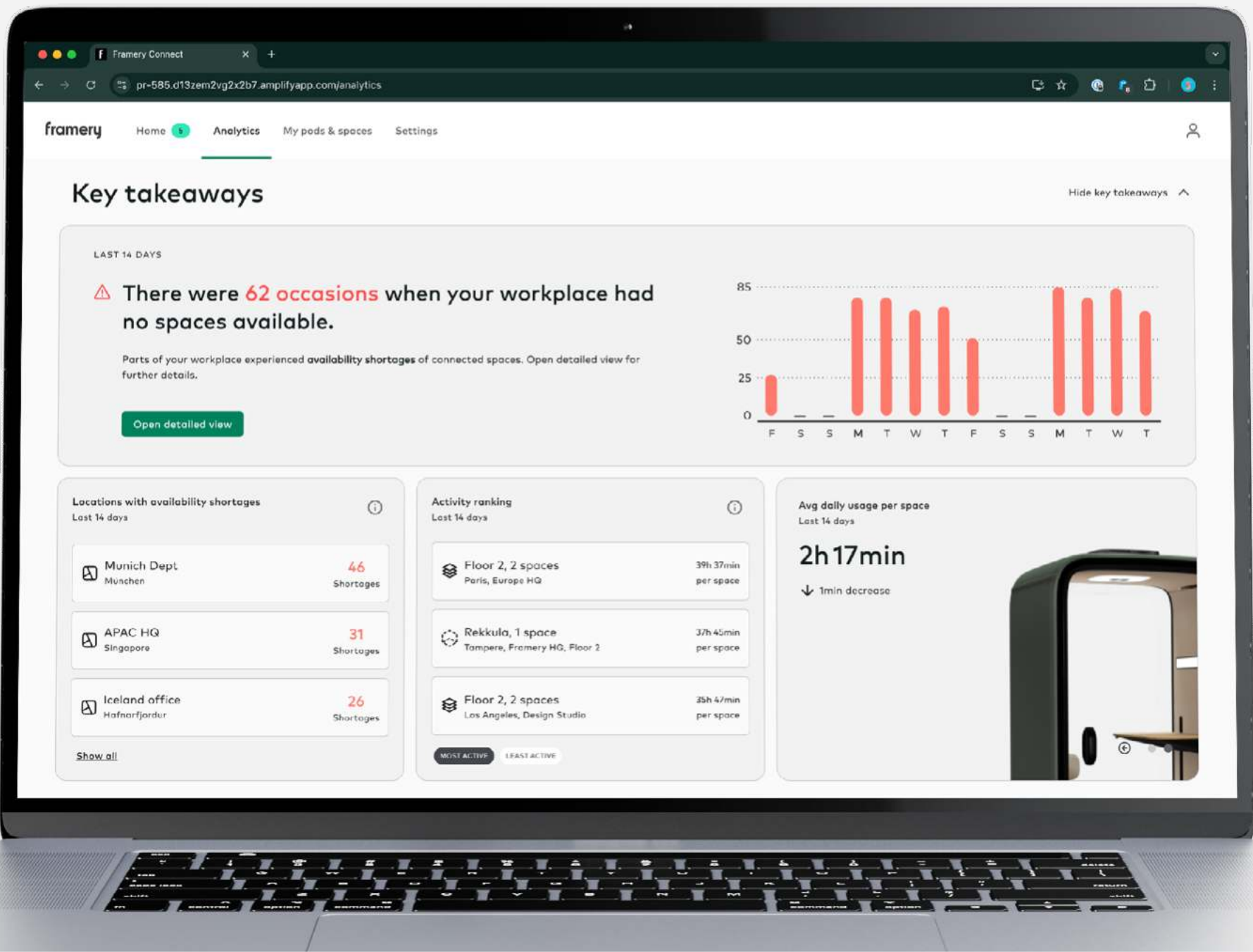
The certification, the leading international standard focused on information security, covers not only our internal IT infrastructure but also the digital services and technologies associated with our product offering.

Framery Subscribed makes our quality pods more affordable

Framery Subscribed offers customers the opportunity to lease pods for a fixed monthly fee. Subscribed makes our pods more affordable, allowing more people to benefit from our products and therefore increasing their sustainability. Subscribed is also a perfect example of a circular economy in action. When a pod is no longer needed it is simply refurbished and returned to use.

Subscribed allows our customers to expand their pod fleet as their business grows without taking the risk of investing in pods they may not need. On the flip side, they can also easily shrink their pod fleet if they have more than they need. In addition to installation, free relocation, and a lifetime warranty, Subscribed includes on-demand maintenance, ensuring that the pods remain in good condition throughout their use and extending their lifetime. From 2024 all new Subscribed smart pods have included Framery's smart office solutions to help ensure they are used optimally throughout their multi-decade lifespan.

Learn more about Framery Connect



Material safety

To ensure that our products are safe for human health and the environment, we make sure to use safe materials. We do this by systematically testing our products and meeting and developing international health and safety standards and requirements. We also follow sustainable sourcing practices for our products and design them with sustainable and circularity-friendly materials.

Materials safety

We test the entire pod, not just the materials it is composed of, to ensure the product is safe to use. In our case, such tests are of particular importance since we design our pods to be soundproof, which means that they are almost airtight. That is why it is critical to ensure that our pods do not emit any dangerous gases into the air.

All our smart pods – Framery One, One Compact, Four, and Six – have been GREENGUARD Gold certified and our plywood products – Framery O, Q, and 2Q – are GREENGUARD certified. This means that we have minimized the risk to our customers of exposure to harmful chemicals present in indoor air.

We compile Health Product Declarations (HPDs) for our products, listing the chemical contents of the materials on the 100-ppm level in our products and their potential effects on human health. The HPDs show that we only use non-toxic concentrations of materials in our products, verifying our products are safe for people and the planet.

Fire safety

Besides using no flammable materials in our pods, we have also run numerous fire safety tests on all materials. These tests have shown that our products have a safe heat release rate and that their exterior metal panels and laminated glass are of such high quality that they can withstand heat and fire, demonstrating that our pods are fire safe to use and place in an office. Our smart pod range is even more fireproof than Framery O, Q, and 2Q because of the structure, which is mostly made of steel.

Seismic safety

During 2024 we further developed the seismic anchoring capabilities of our product range. Together with licensed engineer approved reports, our customers can trust that our products are safe to install anywhere, even in areas prone to seismic events.

Product safety

Our quality management system has been ISO 9001 certified, which means that our quality management processes have been audited and approved by a third-party certification body. This means that we meet high international standards for quality management, including customers' expectations of product safety requirements.

Our pods have undergone the IECCE CB Scheme certification process, meaning our products have been independently tested to ensure they comply with international safety requirements of electrotechnical equipment and components.

In addition, our pods have been UL962 certified by Underwriters Laboratories. The UL962 certification, the leading North American standard for office furnishings such as pods, proves the electrical, fire, and structural safety of our products through rigorous third-party testing.

Advancing health and safety standards

As pioneers in the office pod industry, we offer our expertise to help legislators in North America, Europe, and the Asia-Pacific region to develop robust pod health and safety legislation, guiding regulators to approve office pods as a product category. Based in part on our input, a notification was published in Japan to give guidance for local fire officials in regards to fire safety requirements for office pods.

For similar reasons, we have also been working with the Business and Institutional Furniture Manufacturers Association (BIFMA). Since 1973, BIFMA has been developing standards for furniture sustainability, durability and safety in the North American furniture industry.

In 2020, BIFMA published their guide for pods, laying down the criteria that businesses, facility managers, government officials, and architects should consider when investing in pods. Since then, BIFMA has been working on making their guide the industry standard, and we have been contributing to that effort by pushing for strict requirements that make it safe to install office pods in North America.



Fair Business

We believe that through our business operations and supply chain, we can play an important role in promoting fair business and labor practices, environmental and social sustainability, and anti-corruption policies. Accordingly, we understand the importance of setting high standards for ourselves and our suppliers. That way, we are building a business that makes the world a better and happier place.

Framery’s sustainability program aims to promote fair business in the value chain through supplier engagement and good governance practices, as well as to produce external reports, such as this annual sustainability report, to provide transparency.

Economic value creation	35
Promoting fair business in the value chain	36
Governance	37
Principles of our operations	39

Economic value creation

From the factory to happy workspaces

Framery was founded to improve the working conditions of our customers. By creating happy workplaces, we hope to increase the productivity and happiness of our customers' employees. We accomplish this by creating soundproof pods that allow people to hold effective meetings. Today, Framery is the global market leader in manufacturing pods, phone booths, and private workspaces.

The journey from factory to office begins in Tampere, Finland, the center of our supply chain. To assemble, sell, ship, and maintain our pods, we rely on a network of suppliers to provide us with components as well as services for warehousing, logistics, dealing, installation, and maintenance. Along the way, we must ensure that every link in our supply chain helps us create material values in an economical, ethical, and sustainable manner.

Our supply chain strategy

In 2024, 50% of our direct suppliers were based in Finland, 80% in the Nordics and Baltics, and more than 90% in Europe. This makes things easier for a number of reasons. For example, physical proximity makes it more straightforward to cooperate and make changes. While most of our direct suppliers are based in Europe, we do not currently have comprehensive insight into the upstream parts of our value chain. We acknowledge this as a gap and are considering how we might improve visibility and understanding of potential human rights and environmental risks beyond our direct supplier relationships.

Because most of our suppliers are in Finland or neighboring countries such as Sweden and the Baltic states, most of the value generated in our supply chain is created close to our factory in Tampere, Finland. Due to our proximity to our suppliers, our suppliers' lead times are also short.

We ship our products worldwide, primarily to Europe, the United States, and the APAC region. The challenge has always been to reduce lead times for our customers in the United States and APAC countries such as India, Singapore, Hong Kong, and Australia. We solved this problem by setting up hubs in the United States and APAC. During 2024 we ramped up our spare part inventory in Michigan to avoid the need for air freight in claim and spare part orders. The spare part inventory is replenished from Finland via sea freight.

Logistically, the hubs also enable us to optimize container capacity. Since our production is so centralized, this is the most efficient way to ship. Last year, we delivered approximately 20,000 pods in modules and components in cardboard or plywood packaging, enabling us to ship more in the same container space. With the final assembly taking place at the customer's office, this approach optimizes the packaging.

Direct economic value generated and distributed (MEUR)	2022	2023	2024
Direct economic value generated			
Revenues	153.74	151.84	162.38
Economic value distributed			
Operating costs (total purchases of goods and services)	68.44	64.34	71.34
Employee wages and benefits	24.44	28.42	29.88
Income taxes paid, net	4.80	4.75	4.34
Dividends paid	0.00	0.00	0.00
Net financial expenses	5.67	6.99	4.91
Community investments	0.05	0.01	0.17



Promoting fair business in the value chain

Zero-tolerance approach to corruption

Our Supplier Code of Conduct demands that our suppliers live up to our standards of working conditions, fair business practices, and proper treatment of employees. It prohibits all forms of corruption and anti-competitive behavior. In 2024, 99.7% of our suppliers by spend had agreed to adhere to our Supplier Code of Conduct, and no code violations were reported.

Continuous supplier development

Our supplier development team builds and maintains our supplier base and ensures that our suppliers meet our requirements. Quality, supply, technological capabilities, cost, and environmental and social sustainability are all important considerations for any partner we take on board.

We are an assembly company, which means that upstream processes generate approximately 80% of the value of our products and over 70% of our products' environmental footprint. From a sustainability perspective, the operations of our supplier base matter greatly, which is why it is so important to partner with the right suppliers.

Our supplier selection process

Starting with identifying the need for new components and evaluating that, we start thinking of the possible candidate suppliers to manufacture them. We use self-assessments to narrow down the candidate suppliers before

visiting them. If they meet our high standards and are a good fit, we can start the cooperation.

Supplier self-assessment covers sustainability matters and this has a significant impact on the selection process as part of a balanced scorecard approach. In some cases a poor sustainability performance has been a factor in a supplier not being selected and we have noticed that sustainability performance often goes hand in hand with overall performance – if a supplier has their sustainability criteria in order, they usually have everything else in order too. The development of our new smart pods required us to find new suppliers. Around half of our suppliers were carefully selected in 2023 and in 2024 we successfully ramped up production together. The sustainability of our suppliers has a direct impact on the sustainability of our products so we always aim for a long-term relationship where we share goals and collaborate on developing and constantly improving together.

Physical visits, audits, and responsible sourcing

Our supplier agreements, including product specifications, define the materials to be used. Our supplier agreements and supplier visits ensure that the materials and processes of our suppliers comply with various regulatory requirements, such as the Restriction of Hazardous Substances Directive of the European Union and Proposition 65 of California.

The suppliers must also meet our requirements, such as being properly certified.

Additionally, we have quality agreements that function like appendices to the supplier agreement. The quality agreements define their ways of working, what they need to fulfill, how they can modify the product or manufacturing process, and the structure of their supply chain. All of this and more is discussed and agreed with our suppliers.

We regularly conduct physical audits of our actual and potential materials suppliers. We start with the supplier self-evaluation questionnaire and perform the physical audit. In the audit, we map out the process to identify the strengths and weaknesses of the value stream. We use the resulting value stream map to discuss how the supplier's processes work with respect to sustainability, including where they source their raw materials from.



Governance

The governance and management of Framery are based on the Finnish Limited Liability Companies Act as well as its Code of Conduct. Accordingly, the highest decision-making power is exercised by Framery's shareholders at the Annual General Meeting. The company's sustainability work is governed on three levels: the board of directors, the executive team, and the sustainability steering group.

Vaaka Partners and its co-investors own a controlling stake in Framery. The rest of Framery is owned by Framery's founders, operative management, and private investors. Vaaka Partners has three seats on the board. Vaaka Partners is registered with the Financial Services Authority in compliance with the Alternative Investment Fund Manager's act. Vaaka Partners follows the United Nations Principles for Responsible Investment in its investment activities and strives to improve long-run risk-adjusted returns from its investments by considering environmental, social, and governance (ESG) factors. Vaaka Partners has a Policy for Responsible Investment ("Vaaka PRI"), and accordingly it integrates sustainability perspectives into the investment process and active ownership, as well as aims to ensure that sustainability becomes a fundamental part of the companies' business.

Board

In 2024, the board consisted of six members: two from the owner, three independent members, and one substitute member from

the owner. They all are non-executive members. Mika Sutinen is an experienced Chairman of the Board, with experience in leading several growth companies. Greg Bylsma has extensive experience in the top management of Herman Miller, which is one of the leading companies in the industry. Timo Toikkanen, with a background in Nokia and currently CEO of Varjo, brings expertise especially from technology companies and global sales channels. Tuomas Siponen, Ville Koskenvuo, and Pipsa Loimijoki – all representing Vaaka Partners – have backgrounds in finance, consulting, and private equity.

There is one committee within the board: a Financial Committee consisting of two members of the board, the CEO, and the CFO to enable a more thorough walkthrough of the financial figures. Vaaka Partners controls the nomination and selection process for the board members. The board conducts self-assessment yearly based on Vaaka Partner's governance model. The CEO is evaluated with the same process and at the same time.

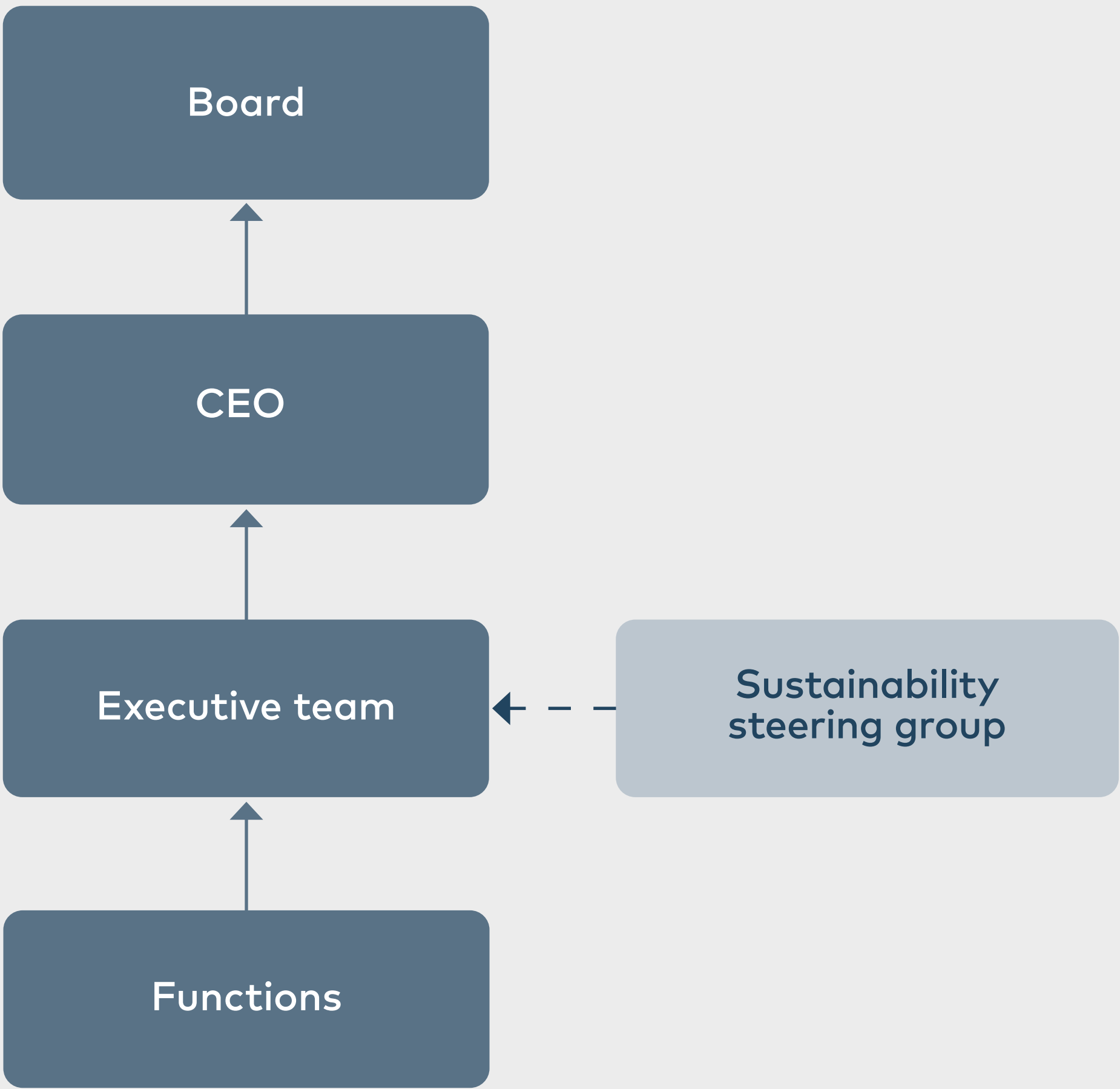
Vaaka Partners has organized training on sustainable business, diversity, equity and inclusion, and sustainable finance disclosure regulation for their investment team. Vaaka Partners also updates their teams regularly on sustainability matters. Framery has not organized any separate sustainability training during the year for the board members apart from updates given in the board meetings.

Roles and responsibilities

The board acts as the highest governance body. The board oversees development of and approves the company's strategy, policies, and goals including sustainability related matters. Simultaneously, the board oversees the management and effectiveness of Framery's sustainability work. Sustainability matters are discussed as part of strategy, action plans, financial planning, annual budgeting, risk management, and business plans. The board monitors the implementation and performance of the strategic projects on a monthly basis. The board met 11 times during 2024 and discussed sustainability-related matters once as a separate agenda topic.

Responsibility and accountability for the management of impacts lies with the executive team members while the day-to-day activities are managed by teams reporting to the functions and the sustainability steering group. Framery's sustainability report, including the material topics, has been presented to the board as well as selected members of the executive team for their approval.

The sustainability steering group is set up to manage operational day-to-day activities by gathering responsible individuals from the executive team and functions. The steering group monitors and guides the implementation of annual targets. The sustainability steering group meets on a bimonthly basis and, when required, on an ad hoc basis.



Conflicts of interest and critical concerns

Conflicts of interest are required to be reported by the board members as part of the Shareholders’ agreement and by overall policy. Framery’s Shareholders’ agreement includes a clause that one must inform about competing activities. The board oversees its own actions and the executive team while Vaaka Partners oversees the board.

The CEO and CFO are responsible for communicating critical concerns to the board. During 2024, no major concerns were raised.

Remuneration

Remuneration and the remuneration model are decided at the Annual General Meeting. The Annual General Meeting gives the board the rights and boundaries to make direct share issues for long-term remuneration to the board and management. All board members own a share of the company and their remuneration is fixed pay without any variable pay or other bonus schemes. Remuneration of the board or the executive team is currently not linked to sustainability targets.

The ratio of the annual total compensation for the highest-paid individual to the median annual total compensation for Finland-based employees (excluding the highest paid individual) was 5.5 in 2024. The ratio of the percentage increase in annual total compensation for the organization’s highest paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) was 0. The highest paid individual's salary did not increase during 2024, contrary to the median of other employees, thus the ratio is zero.

The median annual total compensation includes only employees based in Finland due to incomparable compensation levels between countries. Both office workers and production employees have been included.

Board

Mika Sutinen, Chairman of the Board

- Independent of the company
- Board member since 2018

Gregory Bylsma

- Independent of the company
- Board member since 2021

Ville Koskenvuo

- Not independent of the company
- Board member since 2018

Tuomas Siponen

- Not independent of the company
- Board member since 2023

Timo Toikkanen

- Independent of the company
- Board member since 2018

Pipsa Loimijoki

- Not independent of the company
- Board member since 2024

2025 Executive team

Samu Hällfors

Founder & CEO

Lauri Isotalo

CFO

Inka Saxholm

Acting CMO

Lasse Karvinen

Head of Sales

Arto Vahvanen

Head of Smart Office Solutions

Anni Hallilla

Head of People and Culture

Henrik Skyttä

Head of Customer Operations

Tomi Nokelainen

Acting Head of R&D

Hannu Seppä

Head of Supply Chain

Oona Vilermo

Head of Strategy

Daniela Tjeder

CMO (on parental leave)

Principles of our operations

Framery is committed to conducting its business in a socially responsible, environmentally sustainable, ethical, and legal manner. In all our operations, we comply with all applicable laws and regulations. Our Code of Conduct outlines principles that we commit ourselves to and expect our suppliers to follow. Our Code of Conduct consists of the ethical principles that determine how both we and our suppliers conduct business, and how we take responsibility for people and for the environment. We also expect our suppliers and subcontractors to live up to our high standards.

Framery has been a participant in the UN Global Compact since 2018. We are committed to aligning our operations with the basic principles and ambitious aspirations of the UN Global Compact, supporting human rights, the right to collective bargaining, the precautionary approach to environmental issues, and opposing corruption. The Ten Principles of the UN Global Compact rests on the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. We recognize our duty to respect human rights and address the negative impacts of our operations.

We enforce our commitments via our Supplier Code of Conduct and topic-specific policies. Our Supplier Code of Conduct outlines the minimum standards we expect our suppliers to comply

with when doing business with us. Framery's Supplier Code of Conduct is presented in a separate document and all suppliers are expected to sign it. Our policies on Environment, Occupational Health & Safety, and Quality explain how we work and what we are committed to. Our commitments are embedded in our culture and processes. Responsibilities for operational day-to-day activities are allocated to the executive team members and their functions.

Framery's Code of Conduct, Supplier Code of Conduct, Environmental Policy, Occupational Health & Safety Policy, DEI policy, and Quality Policy are available on our website. All of Framery's policy commitments have been approved by the CEO and shared with all employees.

The management of the company is responsible for reporting all relevant topics to the board at least annually or whenever a relevant issue arises. The open issues are then followed at the board level until they are closed and the issue is remediated, with relevant KPIs set when needed. Within the company, all employees are instructed to report to their team leaders, People & Culture business partners, executive team members, or to any other relevant party when facing an issue. Additionally, an anonymous whistleblower channel exists if none of the other channels are seen as feasible means of communicating the issue. Employees and external stakeholders can also use the channel to report suspicions of misconduct or illegal

activities. Reports can be made anonymously, without fear of repercussions.

Everybody at Framery can seek advice from their team leader or People & Culture business partner. To encourage open dialogue within the organization, we foster a close relationship and interaction with team leaders.

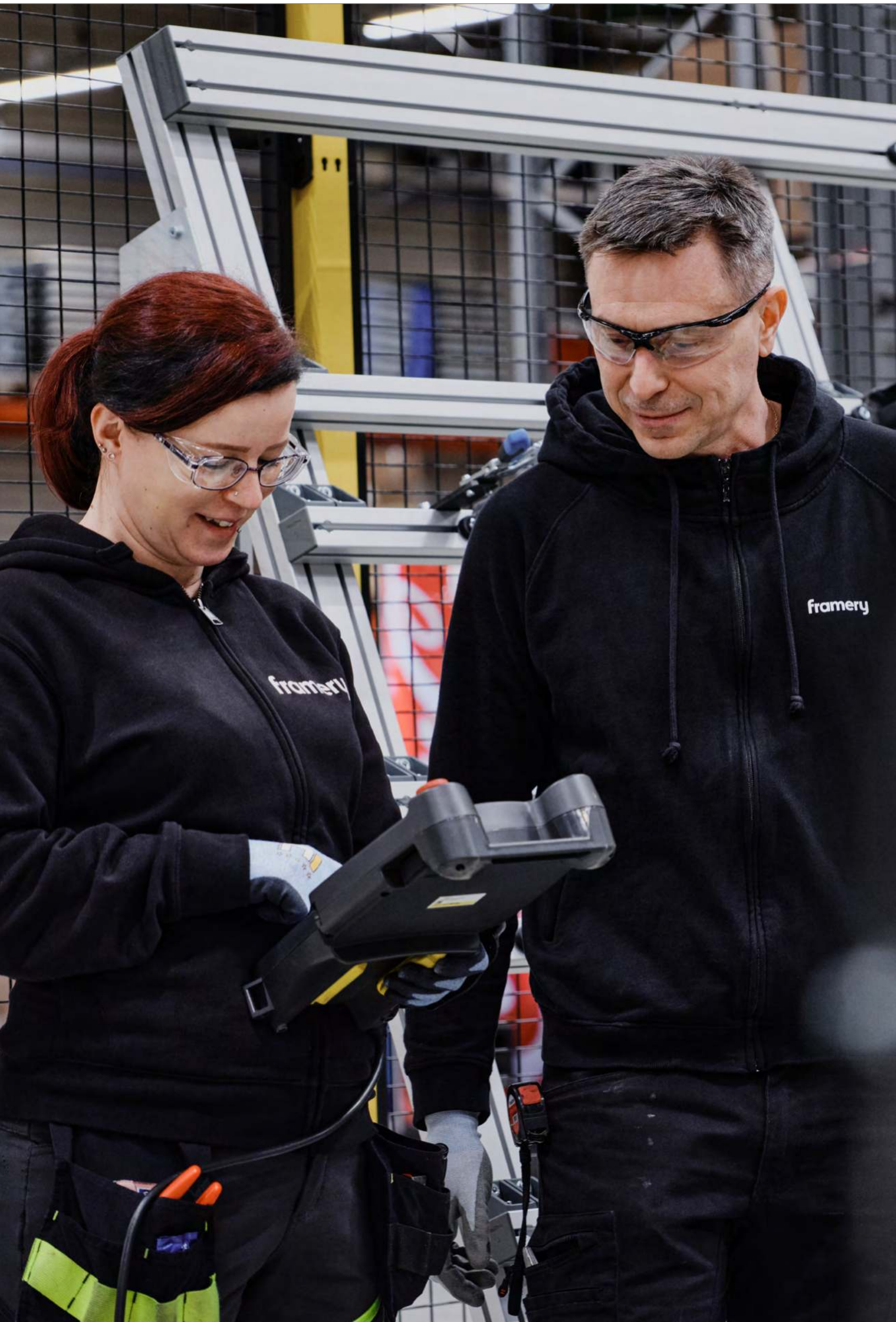
In 2024, no significant non-compliance cases with laws and regulations were recorded.

Framery is a member of BIFMA, a non-profit trade association for business and institutional furniture manufacturers, FEMB, the European Office Furniture Federation, Kasvuryhmä Suomi ry, an organization that brings together the most ambitious scale-ups in Finland, as well as Tampere Chamber of Commerce and Industry, a leading business organization in the Tampere region. Besides participation in the United Nations Global Compact (UNGC), Framery joined the Science Based Targets initiative (SBTi) in 2020. SBTi is a call to action for the private sector to set ambitious climate targets.



Reporting principles

How our report was created	41
GRI content index	42



How our report was created

Framery publishes its sustainability data annually. Framery has reported in accordance with the GRI Standards for the period from 1 January 2024 to 31 December 2024. This is our sixth annual sustainability report and it was published on July 31, 2025.

The boundary of our reporting is all Framery related entities, of which Happyspace Oy is the holding company. This report covers Happyspace Oy and all of its subsidiaries. It contains data for Framery's operations, excluding leased workers, dealers, and suppliers, unless otherwise stated. No significant restatements of previously reported information were made.

Framery is a privately owned company with headquarters and production at Patamäenkatu 7, 33900 Tampere, Finland. As a non-listed company Framery has not published any financial statements publicly.

The information contained in this report has not been externally assured.

For more information about our sustainability work, contact:

sustainability@frameryacoustics.com

GRI content index

Disclosure	Location
GRI 2: General Disclosures 2021	
The organization and its reporting practices	
2-1 Organizational details	Framery in brief, p. 5 How our report was created, p. 41
2-2 Entities included in the organization's sustainability reporting	How our report was created, p. 41
2-3 Reporting period, frequency and contact point	Publication date July 31, 2025 How our report was created, p. 41
2-4 Restatements of information	How our report was created, p. 41
2-5 External assurance	How our report was created, p. 41
Activities and workers	
2-6 Activities, value chain and other business relationships	Framery in brief, p. 5 CEO's review, pp. 6–7 Strategy, pp. 9–10 Closing the loop – pods that last, and are loved, for decades, p. 11
2-7 Employees	The number of employees related figures are reported as headcount in the end of the reporting period Employees and the wider workforce, p. 28
2-8 Workers who are not employees	At Framery the use of external labor includes subcontracting and the use of agency labor and it's principles are agreed in cooperation with employee representatives. Agency labor has been and will be used in those situations where hiring expertise to Framery is not profitable due to short-term or constantly fluctuating expertise needs. During the year 2024 the use of agency labor has been moderate, and the number of agency employees in the end of the reporting period is <5. Additionally, external labor is procured in situations where the required expertise is not part of Framery's core business or directly supportive to it. Mostly the need for external workforce is within our Product, Digital Offering and Facility teams. p.28
Governance	
2-9 Governance structure and composition	Governance, pp. 37–38
2-10 Nomination and selection of the highest governance body	Governance, p. 37
2-11 Chair of the highest governance body	Governance, p. 38
2-12 Role of the highest governance body in overseeing the management of impacts	Governance, pp. 37–38
2-13 Delegation of responsibility for managing impacts	Governance, pp. 37–38
2-14 Role of the highest governance body in sustainability reporting	Governance, p. 38

GRI content index

Disclosure	Location
2-15 Conflicts of interest	Governance, p. 38
2-16 Communication of critical concerns	Governance, p. 38
2-17 Collective knowledge of the highest governance body	Governance, p. 37
2-18 Evaluation of the performance of the highest governance body	Governance, p. 37
2-19 Remuneration policies	Governance, p. 38
2-20 Process to determine remuneration	Governance, p. 38
2-21 Annual total compensation ratio	Governance, p. 38
Strategy, policies, and practices	
2-22 Statement on sustainable development strategy	CEO's review, pp. 6–7
2-23 Policy commitments	Principles of our operations, p. 39 Framery's policies are published at frameryacoustics.com/en/company/responsibility/
2-24 Embedding policy commitments	Principles of our operations, p. 39 Sustainability management, pp.19-20
2-25 Processes to remediate negative impacts	Principles of our operations, p. 39 Sustainability management, pp. 19-20
2-26 Mechanisms for seeking advice and raising concerns	Principles of our operations, p. 39
2-27 Compliance with laws and regulations	Principles of our operations, p. 39
2-28 Membership associations	Principles of our operations, p. 39
Stakeholder engagement	
2-29 Approach to stakeholder engagement	The categories of stakeholders Framery engages with include: employees and wider workforce, customers (including partners, architects, end customers), end users, suppliers and other partners, industry organizations and NGOs, media and influencers, authorities, owners, investors and financiers, universities and other educational institutions, and local communities. Introduction, pp. 3–7 Strategic outlook, pp. 8–13 Impact, pp. 14–38
2-30 Collective bargaining agreements	Employees and the wider workforce, p. 28

GRI content index

Disclosure	Location
MATERIAL TOPICS	
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	Our material topics, p. 16
3-2 List of material topics	Our material topics, p. 16
3-3 Management of material topics	Sustainability management, pp. 19-20
ECONOMIC PERFORMANCE	
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	Economic value creation, p. 35
ANTI-CORRUPTION	
GRI 205: Anti-corruption 2016	
205-1 Operations assessed for risks related to corruption	Sustainability management, p. 20 Promoting fair business in the value chain, p. 36
MATERIALS	
GRI 301: Materials 2016	
301-1 Materials used by weight or volume	Environmental efficiency, p. 25 The materials used include both materials used in production and packaging materials.
301-2 Recycled input materials used	Environmental efficiency, p. 25
ENERGY	
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	Energy consumption is reported based on invoices and data provided by the energy services supplier. Environmental efficiency, p. 25
302-3 Energy intensity	The energy intensity is calculated by dividing the total energy consumption by revenue. Environmental efficiency, p. 25

GRI content index

Disclosure	Location
WATER AND EFFLUENTS	
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	Framery does not use any water in its manufacturing processes. However, Framery is linked to water-related impacts through production of the components that Framery purchases from its suppliers. Water-related topics are considered both in Framery's product LCA studies and in the materiality assessment process in order to understand and manage the related impacts.
EMISSIONS	
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	<p>GHG emissions are calculated following The GHG Protocol's Corporate Accounting and Reporting Standard and based on energy consumption figures. Emission factors are obtained from Statistics Finland (fuel classification for Scope 1 emissions). Biogenic emissions are not reported due to minor impact.</p> <p>Climate impact, pp. 22-23</p>
305-2 Energy indirect (Scope 2) GHG emissions	<p>GHG emissions are calculated following The GHG Protocol's Corporate Accounting and Reporting Standard and based on energy consumption figures. Emission factors are obtained from Statistics Finland (district heat production in Finland for heating, Scope 2 location-based), Fingrid (emission coefficients of the Finnish electricity system for Scope 2 location-based), and Tampereen Sähkölaitos (for heating, Scope 2 market-based) besides our energy services supplier (for electricity, Scope 2 market-based). Biogenic emissions are not reported due to minor impact. Climate impact, pp. 22-23</p>
305-3 Other indirect (Scope 3) GHG emissions	<p>GHG emissions are calculated following The GHG Protocol's Corporate Value Chain (Scope 3) Standard and based on Framery's Environmental Product Declarations (EPD, impact category GWP-fossil) and their underlying product LCA studies. As some of the EPDs are based on earlier data than of the reporting year, the reported Scope 3 emissions shall be considered a reasonable estimate. Framery reports on the following Scope 3 categories: 1. Purchased goods and services, 4. Upstream transportation and distribution, 9. Downstream transportation and distribution, 11. Use of sold products, and 12. End-of-life treatment of sold products.</p> <p>Climate impact, pp. 22-23</p>
305-4 GHG emissions intensity	<p>The GHG emissions intensity is calculated by dividing the total GHG emissions (incl. Scope 1, Scope 2 (market-based) and Scope 3) by revenue. In 2024, the GHG emissions intensity reached 240 tCO2e/MEUR (2023: 242, different than last year reported due to calculation error)</p>
305-5 Reduction of GHG emissions	<p>Reduction of GHG emissions is calculated with respect to Framery's Science Based Target, covering the Scope 1 and Scope 2 (market-based) emissions. Climate impact, p. 22</p>

GRI content index

Disclosure	Location
WASTE	
GRI 306: Waste 2020	
306-3 Waste generated	Environmental efficiency, p. 25
306-4 Waste diverted from disposal	Environmental efficiency, p. 25
306-5 Waste directed to disposal	Environmental efficiency, p. 25
EMPLOYMENT	
GRI 401: Employment 2016	
401-1 New employee hires and employee turnover	Employees and the wider workforce, p. 30
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>Framery offers similar benefits to all its employees despite the nature of the employment. There are country-specific differences if the parental leave is a paid or unpaid leave, but all employees are entitled to parental leave. In Finland, which is the biggest location of our operations, the only applicable limit for paid parental leave is that the employment needs to have continued minimum 6 months before the birth and/or the start of the parental leave. This applies to full-time, part-time, and temporary employees.</p> <p>Employees and the wider workforce, p. 30</p>
401-3 Parental leave	Employees and the wider workforce, p. 30
OCCUPATIONAL HEALTH AND SAFETY	
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	Employees and the wider workforce, p. 29
403-2 Hazard identification, risk assessment, and incident investigation	<p>Sustainability management, pp. 19-20</p> <p>Employees and the wider workforce, pp. 29-30</p>
403-3 Occupational health services	<p>Sustainability management, pp. 19-20</p> <p>Employees and the wider workforce, pp. 29-30</p>
403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability management, pp. 19-20
403-5 Worker training on occupational health and safety	<p>Sustainability management, pp. 19-20</p> <p>Employees and the wider workforce, pp. 29-30</p>
403-6 Promotion of worker health	Employees and the wider workforce, pp. 29-30
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>Sustainability management, pp. 19-20</p> <p>Material safety, p. 33</p>
403-8 Workers covered by an occupational health and safety management system	Employees and the wider workforce, p. 28

GRI content index

Disclosure	Location
403-9 Work-related injuries	Employees and the wider workforce, p. 28
403-10 Work-related ill health	Employees and the wider workforce, p. 28
TRAINING AND EDUCATION	
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	Trainings by gender and employee category not available. Employees and the wider workforce, p. 29
404-2 Programs for upgrading employee skills and transition assistance programs	Information about transition assistance programs not available for disclosure. Employees and the wider workforce, p. 29
404-3 Percentage of employees receiving regular performance and career development reviews	100% of production employees received a regular performance and career development review during 2023. The percentage is not available for officials. We have an annual personal development cycle for officials and senior officials. We offer tools to the team leader and the employee to support a discussion of personal development topics. Still, we don't actively follow the number of discussions. Information is not available by gender and employee category. Employees and the wider workforce, p. 29
DIVERSITY AND EQUAL OPPORTUNITY	
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	Employees and the wider workforce, p. 28
405-2 Ratio of basic salary and remuneration of women to men	Employees and the wider workforce, p. 29
NON-DISCRIMINATION	
GRI 406: Non-discrimination 2016	
406-1 Incidents of discrimination and corrective actions taken	Employees and the wider workforce, p. 29
CUSTOMER HEALTH AND SAFETY	
GRI 416: Customer Health and Safety 2016	
416-1 Assessment of the health and safety impacts of product and service categories	Sustainability management, pp. 19-20 Material safety, p. 33
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	In 2024 Framery has not encountered cases where Framery products would have been non-compliant. There have been cases where, for example, Framery products have been flagged because the pods have not been equipped with sprinklers and then the customer has installed a sprinkler head into the product.

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CONTACT US

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